

20/10/17

(10)

6562
11/11/17

Dated : 24.10.2017

To,
Hon'ble Vice Chancellor,
Ch. Charan Singh University,
Meerut.

Through Proper Channel

Subject : Regarding kind approval for modifications in the existing curriculum of MBA (HM) & its nomenclature.

Hon'ble Sir,

The Institute of Business Studies introduced a new course as MBA (HM) from this session July, 2017 onwards. The syllabi were also framed. When I was selected in the programme as an Associate Professor in IBS, CCS University, Meerut and visited the department I recommended some changes in the curriculum & syllabi. The changes were accepted by Deputy Director-IBS and incorporated in the time-table displayed on notice board and the classes were run according to the recommendation. In reference, these changes/modifications need to be incorporated in the curriculum and syllabi passed by BOS & Academic council.

An ad-hoc Board of Studies is being proposed for above mentioned purpose. Kindly approve-

1. Dr. B. Kumar, Dean Faculty of Commerce & Business Administration.
2. Prof. Sohan Garg - Director SCRIET/IBS.
3. Dr. Rajeev Sijariya - Dy. Director SCRIET/IBS.
4. Dr. S.S.L. Srivastava, Professor (Retd.) LLRM Medical College, Meerut (Expert).
5. Prof. Gunmala Suri, Professor Punjab University, Chandigarh.
6. Prof. P. K. Gupta, Professor & Ex-Director, IMS, DAVV, Indore (Expert).
7. Dr. Ajai Kumar Jain, Associate Professor, MBA (HM) (Internal Member).
8. Dr. Trilochan Sharma, Associate Professor, IBS (Internal Member).

Thanking you with warm regards,

Yours Sincerely,

(Dr. Ajai Kumar Jain)
Associate Professor, MBA (HM)
IBS, CCS University, Meerut

(m-9713530009)

Approved
M
VICE-CHANCELLOR
21.11.17

1 - Dy. Lib.

2 - Secy Deptt.

1 -

**INSTITUTE OF BUSINESS STUDIES
CHAUDHARY CHARAN SINGH UNIVERSITY
MEERUT - (U.P.) INDIA**

Date: 15-11-2017

**MINUTES OF THE BOARD OF STUDIES MEETING HELD ON
15th Nov., 2017 AT 11:00 A.M. TO CONSIDER THE FOLLOWING AGENDA**


- (i) To modify the nomenclature of Master of Business Administration (Hospital Management) MBA (HM) to Master of Business Administration (Hospital Administration) MBA (HA) 2 year.
- (ii) To re-design the syllabus and update the ordinance of Master of Business Administration (Hospital Administration) MBA (HA) 2 year.

MEMBERS PRESENT


1. Dr. B. Kumar, Dean, Faculty of Commerce and Business Administration, Meerut College, Meerut. (Member)
2. Prof. SSL Srivastava, Professor and Ex-principal Subharti Medical College and Ex-HOD Medicine LLRM Medical College, Meerut
3. Prof. Gummala Suri, Punjab University Chandigarh. (Subject Expert & Special invite)
4. Prof. P. K. Gupta, Senior professor and Ex-Director, IMS, DAVV, INDORB (Subject Expert)
5. Dr. Ajai Kumar Jain, Associate Professor and course Coordinator-Hospital Administration
6. Professor (Dr.) Sohan Garg, Director, SCRJET, C.C.S. University Campus, Meerut.
7. Professor (Dr.) Rajeev Sijariya, Deputy Director & Convener, Institute of Business Studies, C.C.S. University Campus, Meerut.
8. Dr. Trilochan Sharma, Associate Professor, Institute of Business Studies, C.C.S. University Campus, Meerut.

RESOLUTION

The Board of Studies resolves that the enclosed ordinance and syllabus of Master of Business Administration (Hospital Administration) two years full time programme is hereby approved and recommends that the ordinance and syllabus be implemented from the academic session 2017-18.


(B. Kumar)



(Gummala Suri)


(S.S.L. Srivastava)


(P.K. Gupta)


(A.K. Jain)


(Sohan Garg)


(Rajeev Sijariya)


(Trilochan Sharma)

Ch. Charan Singh University, Meerut



Ordinance

for

Master of Business Administration

(Hospital Administration) 2 year full time

Offered by

Institute of Business Studies

Ch. Charan Singh University Campus, Meerut

14311/10
6/5/18

(10)

04-03-2018

To,
The Hon'ble Vice Chancellor
Chaudhary Charan Singh University
Meerut

Subject: Approval of MBA(Hospital Administration) 5 Years' integrated ordinance and syllabus

Honorable Sir,


With reference to the subject, we have conducted Board of Studies meeting on 4th May 2018 in Institute of Business Studies with agenda to design the syllabus and finalize the ordinance of MBA(HA) 5 Years integrated programme.

I hereby enclosed the original copy of the ordinance passed and the complete syllabus of Master of Business Administration (Hospital Administration) 5 Years integrated full time course for your kind approval.

Kindly approve and oblige.

Thanking you and with warm regards.


Yours' sincerely


Dr. Ajai Kumar Jain
Associate Professor – IBS
C C S University Meerut

*Approved
in anticipation of
ratification by the Academic Council*

1- Dy lib

2- Secy Deptt.


16.6.18

13668
17/5/18

Dated: 15/05/2018

To,
The Honourable Vice Chancellor
C.C.S. University, Meerut, (UP).

Through Proper Channel

Subject: Inclusion of names of experts

Honourable Sir,

As discussed telephonically, two of the subjective experts of BOS Panel of MBA (HA) Program held on 4/5/2018 were not present due to some unavoidable circumstances. With your due permission we had invited two local experts to fulfill the eligibility criteria of panel of BOS whose name were not included in the previous list.

Names to be included are-

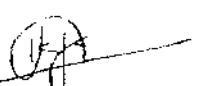
- 1. Prof. P.K.Ghosh- Ex- Director General IIMT
- 2. Dr. Anil Kumar Sharma- Senior Orthopaedic Surgeon and senior faculty

Kindly allow and oblige.

Thanking You


Yours Sincerely

forwarded


(Dr. Ajai Kumar Jain)

Associate Professor and Coordinator- HA

IBS, CCS University, Meerut.

Allowed

VICE-CHANCELLOR
17/5/18


Prof. P.K. Ghosh
By Director
IBS, CCS, Meerut

**INSTITUTE OF BUSINESS STUDIES
CHAUDHARY CHARAN SINGH UNIVERSITY
MEERUT – (U.P.) INDIA**

Date: 04-05-2018

MINUTES OF THE MEETING OF THE BOARD OF STUDIES HELD ON 04th May, 2018 AT 11:00 A.M. TO CONSIDER THE FOLLOWING AGENDA

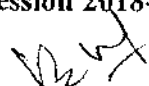
To design the syllabus and finalize the ordinance of Master of Business Administration (Hospital Administration) MBA (HA) 5 years integrated program.


MEMBERS PRESENT / ABSENT

1. **Dr. B. Kumar**, Dean, Faculty of Commerce and Business Administration, Meerut College, Meerut.
(Member)
2. **Dr. Ajai Kumar Jain**, Associate Professor and course Coordinator-Hospital Administration
3. **Prof. SSL Srivastava**, Professor and Ex-HOD Medicine L.I.R.M Medical College, Meerut
4. **Prof. P. K. Ghosh**, professor and Ex- Director General, IIMT University, Meerut (Subject Expert)
5. **Prof. Gunmala Suri**, Punjab University Chandigarh. (Subject Expert & Special Invite) (ABSENT)
6. **Prof. P. K. Gupta**, Ex-HOD, IMS, DAVV, INDORE (ABSENT)
7. **Professor (Mrs.) Jaimala**, Director, SCRIET, C.C.S. University Campus, Meerut.
8. **Dr. Rajeev Sijariya**, Deputy Director, Institute of Business Studies, C.C.S. University Campus, Meerut.
9. **Dr. Trilochan Sharma**, Associate Professor, Institute of Business Studies, C.C.S. University Campus, Meerut.
10. **Dr. Anil Sharma**, Senior Orthopedic surgeon and Associate professor, Mulayam Singh Medical College

RESOLUTION


The Board of Studies resolves that the enclosed ordinance and syllabus of Master of Business Administration (Hospital Administration) five years full time programme is hereby approved and recommends that the ordinance and syllabus be implemented from the academic session 2018-19.



(B. Kumar)



(Jaimala)



(SSL Srivastava)


(P.K. Ghosh)


(A.K. Jain)


(Dr. Anil Sharma)


(Rajeev Sijariya)


(Trilochan Sharma)

10294
21/03/18

21/03/18

To,
The Hon'ble Vice-Chancellor
Chaudhary Charan Singh University
Meerut - (U.P.)

Through Proper Channel

Subject- Regarding kind approval of panel of BOS for designing and finalizing the curriculum and syllabi for a new course **Master of Business Administration (Hospital Administration) five years' integrated full time course** to be run by the University under self financing Scheme.

Hon'ble Sir,

In reference, as discussed orally, a new course is proposed to be introduced in this session from July, 2018. The following panel is being suggested for conducting Board of Studies for the above mentioned purpose.

1. **Dr. B. Kumar**, Dean, Faculty of Commerce and Business Administration, Meerut College, Meerut.
(Member)
2. **Prof. SSL Srivastava**, Professor and Ex-principal Subharti Medical College and Ex-HOD Medicine LLRM Medical College, Meerut
3. **Prof. Gunmala Suri**, Punjab University Chandigarh. (Subject Expert & Special Invite)
4. **Prof. P. K. Gupta**, Senior professor and Ex-Director, IMS, DAVV, INDORE (Subject Expert)
5. **Dr. Ajai Kumar Jain**, Associate Professor and course Coordinator-Hospital Administration
6. **Prof. (Mrs.) Jaimala**, Director, SCRIET, C.C.S. University Campus, Meerut.
7. **Dr. Rajeev Sijariya**, Deputy Director, Institute of Business Studies, C.C.S. University Campus, Meerut.
8. **Dr. Trilochan Sharma**, Associate Professor, Institute of Business Studies, C.C.S. University Campus, Meerut.

I request you to very kindly approve the above Board of Studies.

Thanking you with warm regards,

Yours faithfully

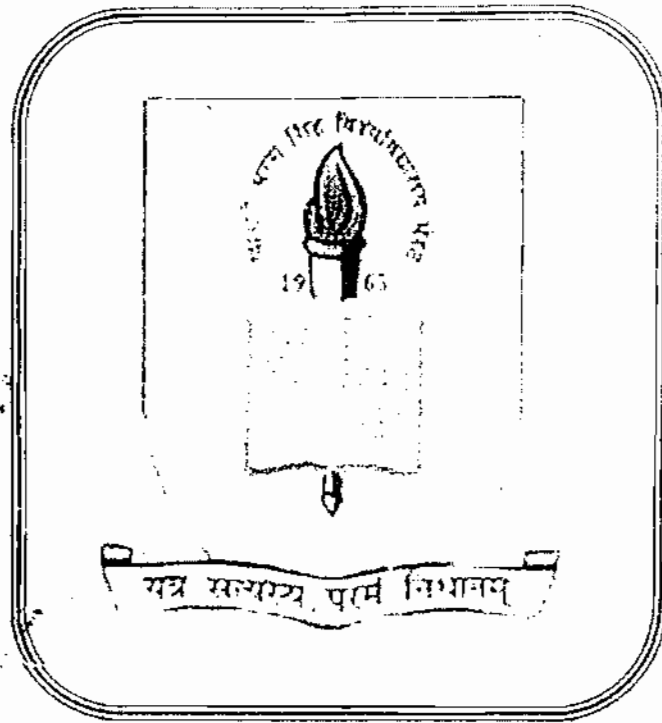

(Dr. Ajai Kumar Jain) 2018/03/18

*forwarded with the request to
select some/all of the above OR
add any name as venerable sir
feels suitable.*

Thanks & Regards


2018/03/18

CH. CHARAN SINGH UNIVERSITY, MEERUT



Ordinance

for

**MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL ADMINISTRATION) 5 YEARS (BBA (HA)
3 YEARS + MBA(HA) 2 YEARS' INTEGRATED
COMPONENT) INTEGRATED PROGRAM**

Offered by

Institute of Business Studies

**CH. CHARAN SINGH UNIVERSITY CAMPUS, MEERUT
(Effective from the session 2018-19)**

1. This programme shall be known as **MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION) 5 YEARS INTEGRATED COURSE**. This course shall be a 5 years full time MBA course with specialization in Hospital Administration.
2. There shall be two components of this course—**B.B.A. (Hospital Administration) 3 years component and MBA(HA) integrated 2 years component**.
3. After passing of first component **B.B.A. (HOSPITAL ADMINISTRATION)** shall be awarded to the students and they shall be promoted to second component of 2 years leading to **M.B.A (HOSPITAL ADMINISTRATION)** by default.
4. A) Students desiring a three years study and do not want to continue in 4th and 5th year of study to complete the MBA (Hospital Administration) degree may be awarded **Bachelor of Business Administration (Hospital Administration) degree** and then may be allowed to leave.
B) Students desiring a four years study and do not want to continue in 5th year of study to complete the MBA (Hospital Administration) degree may be awarded **Bachelor of Business Administration (Hospital Administration) Honours degree** and then may be allowed to leave.

5. Admission

5.1 Admission to the integrated programme shall be given in BBA (HA) 1st semester and will be made as per the rules prescribed by Ch. Charan Singh University, Meerut.

5.2 Admission may be given in 2 years component MBA (HA) to the students who have passed 3 years bachelor degree of **BACHELOR OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION)** from CCS UNIVERSITY, MEERUT or any other university recognized by UGC.

6. Eligibility for Admission

For direct admission through merit after counseling:

6.1 For admission to BBA (HA) 1st semester a candidate should have passed Intermediate or Higher Secondary (10+2) or equivalent examination preferably with biology with 50% (45% marks for SC and ST candidates) marks in aggregate.

6.2 The Academic Council shall have power to amend or ~~repeat~~ the eligibility criteria laid down at clause 6.1 and can also hold an entrance examination if required, as per the guidelines of All India Council for Technical Education (A.I.C.T.E.) and/or the direction of the State Govt. or UGC or CCS University Meerut from time to time.



7. Duration of Course

- 7.1 Total duration of the MBA (HA) 5 years integrated Course which shall run under the self-financing scheme on regular mode with other programmes of the university shall be of five years with two components of 3 years and 2 years durations.
- 7.2 First component i.e. **BBA (HA)** shall be of 3 years duration with six semesters. After completion of this component the students will join the Second component **MBA (HA) 2 YEARS (INTEGRATED)** which shall be of two years duration with four semesters.
- 7.3 There shall be an intake of **60 students/batch** in **BBA (HA) Ist semester** and intake of **60 students/batch** while promoting students to 2 years component-**MBA (HA) Ist semester** after completion of 3 years B.B.A (HA) component.
- 7.4 Each year shall be comprised of two semesters. Each semester shall have teaching for the 90 working days or as prescribed by A.I.C.T.E. / UGC/ STATE GOVT./ CCS University.
- 7.5 A candidate, who has failed twice in first year of any of the two components of MBA (HA) 5 years Integrated course, 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 as per the conditions mentioned in clause 13 relating to Ex-studentship, provided further that if a student wishes to continue third time in first year he/she may be allowed on the terms and conditions laid down by the University for such Permission, but the maximum time allowed for completing the course will remain the same as in clause 7.6.
- 7.6 The maximum time allowed for completing the first component **BBA (HA)** shall be **SIX years** and shall be **FOUR years** for second component- **MBA (HA) 2 years** integrated course, failing which he/she shall not be allowed to continue for his/her BBA (HA) and MBA (HA) 2 years Degrees.

8 Curriculum :

- 8.1 The five years curriculum has been divided into ten (six and four) semesters and shall include lectures, tutorials, practicals, seminars, workshops and related projects in addition to industrial training and educational tour etc. as defined in the scheme of instructions, examinations /executive instructions issued by C.C.S University from time to time.
- 8.2 The curriculum will also include other curricular, co-curricular and extra-curricular activities as prescribed by the C.C.S. University.
- 8.3 In view of fast developments in the field of knowledge, government policies and industrial demand **the faculty shall** be permitted to review and incorporate required change in the contents of syllabus in the beginning of each semester.
- 8.4 Total teaching hours for each subject shall be minimum three hours per week.

9. Attendance

- 9.1 Every student is required to attend all the lectures, tutorials, practicals and other prescribed curricular and co-curricular activities. The attendance can be condoned up to 25% on medical grounds or for other genuine reasons beyond the control of students. A minimum of 75% attendance is mandatory.
- 9.2 A further relaxation of attendance up to 15% for a student can be given by the Head of Institution/College provided that he/she has been absent with prior permission of the Head of the institution/college for the reasons acceptable to him.
- 9.3 No student will be allowed to appear in the sessional exam and subsequently in semester examination if he / she does not satisfy the overall average attendance requirement of clauses 9.1. and 9.2.
- 9.4 The attendance shall be counted from the date of execution of classes/ admission in the institute/college as notified.

10 Examination :

- 10.1 The performance of a student in a semester shall be evaluated through continuous assessment and end semester examination. The continuous assessment shall be based on sessional tests, assignments/tutorials, quizzes/viva-voce, seminars and attendance. The marks for continuous assessment (sessional marks) shall be awarded at the end of the semester. The end semester examination shall be conducted by means of written papers, viva-voce, and inspection of certified course work in classes, project work, design reports or by means of any combination of these methods.
- 10.2 The distribution of marks for sessional, end semester theory papers, and other examinations, comprehensive viva and project, shall be as per the prescribed scheme of examination.
- 10.3 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.
- 10.4 The minimum pass marks in each theory subject (including sessional marks) shall be 40% but 30% 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 30% as required in end semester examination.
- 10.5 The minimum pass marks in a comprehensive viva / project shall be 50%.

10.6 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 10.2.

10.7 The course being professional and teaching is done with a specific approach, therefore, the teacher offering the course will be responsible for setting the question paper and evaluating the answer books of tests and end-semester examination of that course. If due to some unavoidable reasons, it is not possible, then the concerned Head / Director will make an alternate arrangement for the conduct of examination as per university rules.

10.8 The evaluated answer scripts shall be shown to the students at a specified time & date.

11 Promotion :

11.1 A candidate satisfying all the requirements mentioned under clause 9 shall be promoted to the next academic year of study.

11.2 (a) A candidate shall be eligible for provisional promotion to the next academic year of study provided:

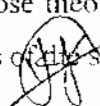
- (i) he/she fails to satisfy the requirements of clause 10.4 and 10.5 in not more than 3 in one semester and not more than 5 theory/practical/ project subjects on the basis of combined result of both semester examinations of a particular academic year.
- (ii) he/she fails to satisfy the requirements of clause 10.4 and 10.5 (theory and/or practical/ project subjects) in not more than 4 theory/practical/project subjects in addition he/she fails to satisfy requirement of clause 10.6 (aggregate marks) in the combined result of both semester examinations of a particular academic year. In such a case aggregate marks shall be treated as one theory subject.

(b) If a candidate satisfies the requirement of clauses 10.4 and 10.5 but fails to satisfy the requirement of clause 10.6, he/she shall be eligible for provisional promotion with carry over. He/she may choose up to a maximum of any five theory papers of that particular academic year as per his/her choice to pass the examination of that year.

11.3 All other candidates shall be declared fail and shall be required to repeat the whole academic year after taking re-admission or to opt for ex-studentship. This facility is, however, subject to the time limits stipulated in clause-7.

12 Carryover System:

12.1 (a) A candidate who satisfies the requirements of clause 11.2 (a) will be required to appear in those theory papers / practicals in which he/she failed in subsequent examinations of the same semester.



(b) A candidate satisfying clause 11.2 (b) shall be required to exercise his/her choice up to a maximum of five theory papers in which he/she desires to appear in the examination to fulfill the requirements of clause 10.6. He/she shall inform the college about his/her choice within 15 days after the start of new session.

12.2. The highest marks secured in any subject in various attempts (end semester and carryover examinations) shall be considered.

13 Ex-studentship :

13.1 A candidate opting for ex-studentship shall be required to appear in all the theory/practical/viva subjects in the end semester examinations of both semesters of the same academic year. However, the sessional marks shall remain the same as those secured earlier.

13.2 A candidate opting for ex-studentship shall be required to apply to the college by paying only examination fee within 15 days from the start of new session.

14 Re-admission in the Institution :

A candidate may be allowed for re-admission provided he/she satisfies one of the following conditions:

14.1 A candidate is declared fail.

14.2 A candidate did not appear in a semester examination and/or he/she was granted permission to appear in the succeeding year.

14.3 A candidate has been detained by the institute and has also been permitted to take re-admission.

14.4 A candidate as an ex-student passed the examination of the academic year or qualified for carryover system.

14.5 A candidate promoted with carry over subjects & he/she opted for re-admission.

15 Results :

15.1 The result of a candidate shall be declared on the basis of performance of both semesters of the same academic year. However, a final year student, who is not permitted in any one of the final year semester examinations due to shortage of attendance, will be permitted in that particular semester of the next academic session to study as a regular student and appear at that semester examination.

15.2 Result of the BBA (HA) final year shall be declared on the basis of working out Grand Total by adding marks of all the years of study in the following ways:

I Year 100% of aggregate marks

II Year 100% of aggregate marks

Handwritten signature

III Year 100% of aggregate marks

15.3 Result of the MBA (HA) Integrated final year shall be declared on the basis of working out

Grand Total by adding marks of all the years of study in the following ways:

I Year 100% of aggregate marks

II Year 100% of aggregate marks

16 Award of Division :

16.1 The division shall be awarded on the basis of final year result which includes aggregate of all the 6 and 4 semester marks respectively for first and second component of MBA (HA) 5 years' integrated course

16.2. a) the division shall be awarded on the basis of aggregate marks of eight semesters for BBA(HA) Honours.

16.2 b) If a candidate passes all examinations and secures 50% or more marks but less than 60% marks of the Grand total, he/she shall be placed in SECOND DIVISION.

16.3 If a candidate passes all examinations and secures 60% or more marks of the Grand Total, he/she shall be placed in FIRST DIVISION.

16.4 If a candidate passes all examinations in first attempt without grace and secures 75% or more marks, he/she shall be placed in FIRST DIVISION WITH HONOURS and the candidates at first two top positions amongst First Div. with Honors only will be awarded medals viz. Gold and Silver respectively in order of merit.

17. Grace Marks:

17.1 A candidate may be awarded grace marks up to a maximum of total 15 marks, in maximum six subjects in BBA(HA) 3 years component and up to a maximum of 10 marks in four subjects in MBA(HA) 2 YEARS' INTEGRATED course. The grace marks shall not be more than three marks in any subject including theory papers, practicals, project, and seminar, industrial training and / or aggregate marks in each academic year provided he/she can be declared to have passed the academic year by the award of these marks.

17.2 The grace marks shall not be added to the aggregate marks.

18. Scrutiny and Revaluation:

18.1 Scrutiny shall be allowed in only theory papers as per the rule of the University.

18.2 Revaluation of theory/practical papers is not permitted.

19. Unfair means:

[Handwritten signatures and initials]

Cases of unfair means shall be dealt as per the rules of the University and The U.P. Public Sessional Examination (Prevention of Unfair means) Act if any in prevalence.

20. Award of Sessional Marks:

20.1 Marks for theory subjects shall be awarded as per the provisions in the schemes of examinations. The break-up of sessional marks shall be as follows:

- | | | |
|------|--|----------|
| (i) | Sessional Test
(two mid-term tests of equal weight age) | 30 marks |
| (ii) | Teacher Assessment-
Tutorial/Assignment/Seminar | 10 marks |

Attendance : Minimum 75 % Compulsory for
appearing in the examination after all deductions

20.2 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/College 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.

21. Cancellation of Admission :

The admission of a student at any stage of study shall be cancelled if :

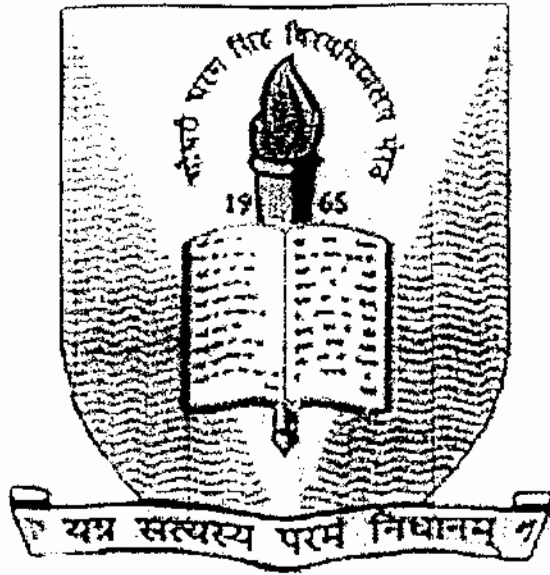
- (i) He / She is not found qualified as per A.I.C.T.E. /UGC/STATE GOVT./ CCS University Meerut / Institute of Business Studies norms and guidelines or the eligibility criteria prescribed by the University. Or
- (ii) He / She is found unable to complete the course within the stipulated time as prescribed in clause 7.6

or

- (iii) He / She is found involved in creating indiscipline in the Institution / College or in the University.

22. The Academic Council shall have the power to relax any provision provided in the ordinance in any specific matter/situation subject to the approval of Executive Council of the University & such decision(s) shall be reported to the Chancellor of the University.

Handwritten signatures and initials at the bottom of the page, including a large signature on the right and several smaller ones on the left and center.



MASTER OF BUSINESS ADMINISTRATION
(Hospital Administration) 5 Years- Integrated
Programme

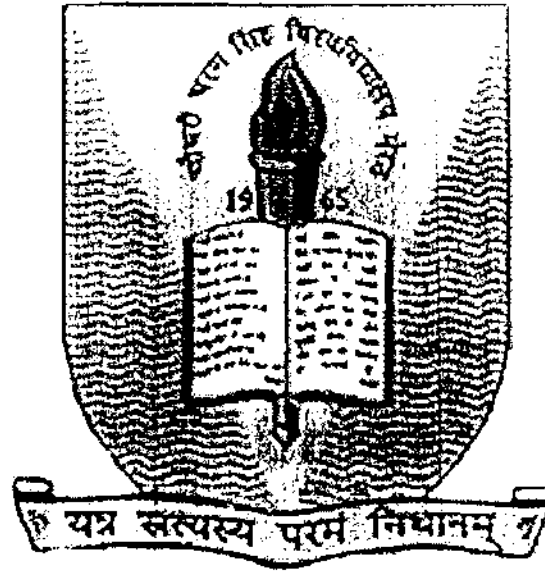
Syllabus

Offered by:

INSTITUTE OF BUSINESS STUDIES
Ch. Charan Singh University, Campus Meerut

Handwritten signatures and initials at the bottom of the page, including 'AS', 'M', 'J', 'A', and 'AS'.

Ch. Charan Singh University, Meerut



Bachelor of Business Administration

(Hospital Administration) 3 Years

Syllabus

Offered by:

INSTITUTE OF BUSINESS STUDIES

Ch. Charan Singh University, Campus Meerut

Handwritten signatures and initials at the bottom of the page, including 'A.S.', '12/4', 'R', 'A', and 'A.S.'.

BACHELOR OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION) 3 YEARS

INDEX

S.N.	CODE	SUBJECT NAME	INTERNAL	EXTERNAL	TOTAL
BBA (HA) SEMESTER-I					
1.	BHI-101	INTRODUCTION TO HUMAN ANATOMY	40	60	100
2.	BHI-102	COMMUNICATIVE ENGLISH IN ORGANIZATION	40	60	100
3.	BHI-103	PRINCIPLES AND PRACTICES OF MANAGEMENT	40	60	100
4.	BHI-104	BASICS OF MATHEMATICS AND STATISTICS	40	60	100
5.	BHI-105	FUNDAMENTALS OF MARKETING	40	60	100
6.	BHI-106	INTRODUCTION TO HEALTHCARE ORGANIZATIONS	40	60	100
7.	BHI-107	FINANCIAL ACCOUNTING	40	60	100
8.	BHI-108	COMPREHENSIVE VIVA-VOCE	-	-	100
TOTAL			280	420	800
BBA (HA) SEMESTER-II					
1.	BHI-201	INTRODUCTION TO HUMAN PHYSIOLOGY & BIOCHEMISTRY	40	60	100
2.	BHI-202	FUNDAMENTALS OF HOSPITAL ADMINISTRATION	40	60	100
3.	BHI-203	ORGANIZATION BEHAVIOR	40	60	100
4.	BHI-204	INTRODUCTION TO INFORMATION TECHNOLOGY	40	60	100
5.	BHI-205	HOSPITAL OPERATIONS-CLINICAL SERVICES	40	60	100
6.	BHI-206	INTRODUCTION TO ECONOMICS	40	60	100
7.	BHI-207	MINOR RESEARCH PROJECT	40	60	100
8.	BHI-208	COMPREHENSIVE VIVA-VOCE	-	-	100
TOTAL			280	420	800

S.N.	CODE	SUBJECT NAME	INTERNAL	EXTERNAL	TOTAL
BBA (HA) SEMESTER-III					
1.	BHI-301	INTRODUCTION TO PREVENTIVE & SOCIAL MEDICINE	40	60	100
2.	BHI-302	BIO-MEDICAL INSTRUMENTATION	40	60	100
3.	BHI-303	INTRODUCTION TO HOSPITAL PLANNING	40	60	100
4.	BHI-304	SERVICES MANAGEMENT	40	60	100
5.	BHI-305	ORGANIZATIONAL COMMUNICATION IN HINDI	40	60	100
6.	BHI-306	HUMAN RESOURCE MANAGEMENT IN HOSPITALS	40	60	100
7.	BHI-307	COST AND MANAGEMENT ACCOUNTING	40	60	100
8.	BHI-308	COMPREHENSIVE VIVA-VOCE	-	-	100
TOTAL			280	420	800
BBA (HA) SEMESTER-IV					
1.	BHI-401	INTRODUCTION TO PATHOLOGY & MICROBIOLOGY	40	60	100
2.	BHI-402	MANAGEMENT OF QUALITY	40	60	100
3.	BHI-403	INDIAN ETHOS AND ETHICS IN HEALTHCARE	40	60	100
4.	BHI-404	FUNDAMENTALS OF FINANCIAL MANAGEMENT	40	60	100
5.	BHI-405	MEDICAL LAWS	40	60	100
6.	BHI-406	SYSTEM ANALYSIS AND DESIGN	40	60	100
7.	BHI-407	MINOR RESEARCH PROJECT	40	60	100
8.	BHI-408	COMPREHENSIVE VIVA-VOCE	-	-	100
TOTAL			280	420	800

S.N.	CODE	SUBJECT NAME	INTERNAL	EXTERNAL	TOTAL
BBA (HA) SEMESTER-V					
1.	BHI-501	INTRODUCTION TO PHARMACOLOGY	40	60	100
2.	BHI-502	MARKETING OF HOSPITAL SERVICES	40	60	100
3.	BHI-503	HUMAN RESOURCE DEVELOPMENT	40	60	100
4.	BHI-504	BUSINESS PROCESS RE-ENGINEERING	40	60	100
5.	BHI-505	DISASTER MANAGEMENT	40	60	100
6.	BHI-506	EMPLOYEE RELATIONS AND LABOR LAWS	40	60	100
7.	BHI-507	CAPITAL BUDGETING	40	60	100
8.	BHI-508	COMPREHENSIVE VIVA-VOCE	-	-	100
TOTAL			280	420	800
BBA (HA) SEMESTER-VI					
1.	BHI-601	FORENSIC MEDICINE AND TOXICOLOGY	40	60	100
2.	BHI-602	CUSTOMER RELATIONSHIP MANAGEMENT	40	60	100
3.	BHI-603	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	40	60	100
4.	BHI-604	RELATIONAL DATA BASED MANAGEMENT SYSTEMS	40	60	100
5.	BHI-605	HEALTH POLICY AND ADMINISTRATION	40	60	100
6.	BHI-606	MAJOR RESEARCH PROJECT	-	-	200
7.	BHI-607	COMPREHENSIVE VIVA-VOCE	-	-	100
TOTAL			200	300	800

S.N.	CODE	SUBJECT NAME	INTERNAL	EXTERNAL	TOTAL
MBA (HA) INTEGRATED -SEMESTER-I					
1.	MHI-101	INTRODUCTION TO MEDICINE	40	60	100
2.	MHI-102	OPERATIONS RESEARCH IN HEALTHCARE	40	60	100
3.	MHI-103	HOSPITAL ADMINISTRATION-PROCEDURES AND PRACTICES	40	60	100
4.	MHI-104	HOSPITAL INFORMATION SYSTEM	40	60	100
6.	MHI-105	EPIDEMIOLOGY	40	60	100
7.	MHI-106	TAXATION IN HEALTHCARE	40	60	100
8.	MHI-107	STATISTICS AND RESEARCH METHODOLOGY	40	60	100
9.	MHI-108	COMPREHENSIVE VIVA-VOCE	-	-	100
TOTAL			280	420	800
MBA (HA) INTEGRATED -SEMESTER-II					
1.	MHI-201	INTRODUCTION TO SURGERY	40	60	100
2.	MHI-202	CONTEMPORARY ISSUES IN HEALTH CARE	40	60	100
3.	MHI-203	HOSPITAL PLANNING-DESIGNING & PROCESSES	40	60	100
4.	MHI-204	HOSPITAL OPERATIONS-SUPPORTIVE SERVICES-I	40	60	100
5.	MHI-205	HEALTH ECONOMICS	40	60	100
6.	MHI-206	COMPENSATION MANAGEMENT	40	60	100
7.	MHI-207	PROJECT MANAGEMENT IN HEALTH CARE	40	60	100
8.	MHI-208	COMPREHENSIVE VIVA-VOCE	--	--	100
TOTAL			280	420	800

S.N.	CODE	SUBJECT NAME	INTERNAL	EXTERNAL	TOTAL
MBA (HA) INTEGRATED- SEMESTER-III					
1.	MHI-301	INTRODUCTION TO GYNECOLOGY AND OBSTETRICS	40	60	100
2.	MHI-302	BUSINESS LAW	40	60	100
3.	MHI-303	IT ENABLED MARKETING OF HOSPITAL SERVICES	40	60	100
4.	MHI-304	ORGANISATION DEVELOPMENT	40	60	100
5.	MHI-305	HOSPITAL OPERATIONS-SUPPORTIVE SERVICES-II	40	60	100
6.	MHI-306	RESEARCH METHODOLOGY	40	60	100
7.	MHI-307	HEALTH INSURANCE AND TPA	40	60	100
8.	MHI-308	COMPREHENSIVE VIVA-VOCE	-	-	100
TOTAL			280	420	800

MBA (HA) INTEGRATED -SEMESTER-IV

1.	MHI-401	STRATEGIC MANAGEMENT	40	60	100
2.	MHI-402	REGULATIONS FOR HOSPITALS	40	60	100
3.	MHI-403	CORPORATE GOVERNANCE	40	60	100
4.	MHI-404	ENTREPRENEURSHIP	40	60	100
5.	MHI-405	MAJOR REASEARCH PROJECT	--	400	400
TOTAL					800

SEMESTER -I

BHI-101 :INTRODUCTION TO HUMAN ANATOMY

Course Objective: The objectives of the course are to enable students to learn and have a good understanding of Human Anatomy as is necessary to understand human body organization and for further understanding of medical subjects as Hospital Administrators.

COURSE CONTENT

Unit- I: **General Anatomy:** Introduction to the human body General anatomical terms

Unit-II: **Osteology:** Major bones in human body, Joints-types and structure of synovial joints like Hip, Knee, Shoulder Joints, Muscles---major muscles of upper and lower limbs

Unit- III: **The Nervous System:** Nerves and synapses, functions of the nervous system, The central nervous system and major functions, The peripheral nervous system and major functions The autonomic nervous system and major functions The somatic nervous system and major functions Sensory, motor, sympathetic and parasympathetic divisions

UNIT IV: **Major Organs:** Heart, Lungs, Liver, Pancreas, Kidney, Anterior and posterior abdominal wall. Skin.

UNIT V : **The Genitourinary System:** Male genitourinary system, organs and their functions , Female genitourinary system, organs and their functions

Recommended Books:

- 1 Essentials of Human Anatomy -I B Singh Jaypee Bros.
2. Human anatomy by B.D.Chaurasia
3. Notes and material provided by concerned faculty
4. Internet and other resources.

[Handwritten signatures and initials]

Handwritten signatures and initials are present at the bottom of the page, including a large signature in the center, a signature to the right, and several smaller initials and signatures below.

BHI -102: COMMUNICATIVE ENGLISH IN ORGANIZATION

Course Objective: The objectives of the course are to help the students acquire the basic of interpersonal communication and public speaking in English, so as to improve his communication skills and ability to understand others.

COURSE CONTENT

Unit-I : Introduction: Defining Communication, Process of Communication, Communication Model, Objectives of Communication, Principles of Effective Communication, Importance of business Communication, and Importance of Feedback, Factors Affecting Communication: Perception and Reality, Physical, Organizational, Psychological and Socio-cultural Barriers to communication. Effective Listening – Types and Essentials of effective listening. Reading Comprehension & Strategies.

Unit II: Channels, Types and Forms of Communication: Verbal, Non-verbal, Formal, Informal, Internal, External and Communication Networks. Designing for Effective Communication: Techniques of Oral Presentations, Communication and conflict Management with emphasis on Transactional Analysis, Communication approaches during Interviews. Understanding the composition process; Defining the purpose, Analyzing the Audience. Establishing the main idea, Selecting the appropriate Channel and Medium, Meeting Etiquettes.

Unit-III: Mechanism of business Writing: Approaches to writing - Direct, Indirect and Persuasive styles, Cover letters, Writing the opening paragraph, Summarizing the key selling points. Writing the closing paragraph writing , Resume's report and proposals, Drafting e-mails, memos. Paragraph Writing, Precise -Writing & Application .

Unit-IV: Negotiation Skills: Basic principles, Process of Negotiation- Preparation developing a strategy, getting started, building understanding, Bargaining, Closing, Barriers of Negotiation, Essentials of Negotiation.

Unit-V: Contemporary Trends: Technology enabled communication, Introduction of Corporate communication, Ethics in Business communication.

Recommended Books:

1. William V. Ruch, business Communication , maxwell Macmillan, New York, 1991,
2. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York, 1994,
3. Bill Scott, the Skills of Communication, Jaico, Bombay, 1995,
4. Ronald E. Dulken and John S. Fielden, Principles of business Communication, McMillian, New York, 1990.
5. Effective Technical Communication by M Ashraf Rizvi,
6. Business Communication by Raman & Singh.

BHI-103: PRINCIPLES AND PRACTICES OF MANAGEMENT

Course Objective: This Course intends to familiarize and develop understanding of the students of the basic principles and practices of management for efficient administration of hospital and delivery of healthcare services.

COURSE CONTENT

Unit-I: Management: Concept, nature and importance; Management v/s Administration; Management skills; Levels of management; Evolution of management, Early contributors. Taylor's scientific management theory; Fayol's principles of management. Hawthorne experiments and human relations, social system approach; Business ethics and social responsibility; Modern healthcare management.

Unit-II: Management functions: Introduction to functions of management; Planning: nature, scope, and its significance; Types of plans, planning process, barriers to effective planning and decision making. Process organizing: Concept, forms of organizational structure, departmentalization, span of control, delegation of authority, authority and responsibility, organizational design.

Unit-III: Staffing and directing: Concept, system approach, manpower planning, job design, recruitment and selection, training and development, performance appraisal. Directing: Concept, direction and supervision; Motivation: Concept, motivation and performance, theories of motivation, approaches for improving motivation, pay and job performance, quality of work life, morale building.

Unit-IV: Leadership: Concept. Functions, styles and theories. Communication: Process, importance, channels, barriers to communication. Communication and management, role of communication in managerial effectiveness.

Unit-V: Controlling: Meaning, steps in a control process, need for control, types of control methods, essentials of effective control systems, Problems in central process. Control techniques.

Recommended Books:

1. Prasad L. M. Principles of Management, S. Chand. And Co.
2. Stoner, Freeman and Gilbert Jr, Management, Prentice Hall of India.
3. Koontz, Principles of Management, Tata Mc Graw Hill.
4. Robbins S.P. and Decenzo David A., Fundamentals of Management: Essential Concepts and Applications. Pearson Education.
5. Notes and material provided by concerned faculty
6. Internet and other resources

12/24
ACB
J
W
G
G

BH1104: BASIS OF MATHEMATICS AND STATISTICS

Course Objective : The objectives of the course are to enable students to learn and to have a good working practice of mathematical & Statistical tools for taking appropriate decisions in managerial situations

COURSE CONTENT

Unit I: Number Systems Set, Relations and Functions. Series and Sequence, A.P. G.P. and H.P. Compounding and Discounting, Annuity

Unit II: Vector Algebra :- Representation of Vectors, Addition, Scalar multiplication, Scalar and Vector products of two and more vectors

Unit III : Matrix and Determinant:- Concept of Matrix and Determinant. Algebra of matrices and determinants, Inverse of matrix, Rank of matrix, Managerial applications and Input-Output analysis

Unit IV: Scope, function and limitation of statistics, Rate of statics in decision making, Measures of Central Treading . Measures of Dispersion, Range, Mean Deviation, Standard Deviation, Slowness.

Unit V: Correlation:- Meaning and types of Correlation, Regression Meaning, Regression equation and their application

Recommended Books and resources:

1. J.K. Sharma –“Mathematics for Management and Computer Application”, Galgotia Publication Pvt. Ltd., New Delhi.
2. Notes and material provided by concerned faculty
3. internet and other resources
4. S.C.Gupta – Fundamental of statics, Himalya Publishing

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

BHI 105: FUNDAMENTAL OF MARKETING

Course Objective : The objectives of the course are to introduce and learn the basic principles of marketing management for the students of hospital administration.

COURSE CONTENT

Unit I: Marketing-Conceptualizing task and Philosophies of Marketing Management. Marketing Systems and Marketing Environment.

Unit II: Buyers' Behaviour - Importance of understanding consumer behaviour, Cultural influence, Influence of Social class, Buying behaviour, Decision making process in buying.

Unit III: Marketing Influence System and Marketing Research - Planning and formulation of Research Projects. Investigation procedure, Basic methods of collecting data, Analysis and Evaluation of data, Marketing Segmentation and Targeting.

Unit IV: Marketing Mix - Conceptual understanding of Marketing Mix elements. Promotion decision - Communication process, Promotion mix, Advertising, Sales Promotion, Personal Selling and Publicity. Marketing of Services and Marketing for Non - profit organization

Unit V: Product decision - Product Concept, Product Mix, New Product Develop and Product Life Cycle. Pricing decision - Demand elasticity, Factors affecting pricing, pricing approaches. Channel decision and Physical distribution.

Recommended Books:

1. Philip Kotler "Principles of Marketing", Prentice Hall India
2. Notes and material provided by concerned faculty
3. Internet and other resources

[Handwritten signatures and initials]

BHI 106: INTRODUCTIONS TO HEALTHCARE ORGANIZATION

Course Objective: The objectives of this course are to help students to learn and understand Health & Hospital industry so that they get an overview and get oriented to the basics of Health and Hospital Administration.

COURSE CONTENT

Unit I: Health Sector : Meaning & concept of Health, Disease, Care & Administration. Role and Place of Hospital in Health Spectrum, Health Indicators & their importance.

Unit II: Health Administration in India: An overview. Medical Care including the role of State, Local Self Governments, NGO's, Private and Corporate sector, and Community at large.

Unit III: Hospital Sector : Introduction: Meaning of Hospital, Role of Hospital in Society, Functions of Hospital, Classification,

Unit IV: Organizational Structure of Hospital, Services including Clinical, Administrative and Supportive Services managed by the Hospitals.

Unit V: Hospital Information System (HIS): An overview Role of Hospital Administrator, Patient's Bill of Rights, Responsibilities of Hospital Administration & Ethical Values in brief. Control Measures, MRD, Audits : An overview Standard Operating Procedures (SOP's), their meaning & significance Administrative Process and Flow Charts.

Recommended Books:

1. K. Park, "Text Book of Preventive and Social Medicine
2. B.K. Mahajan Text Book of Preventive and Social Medicine
3. B.M.Sakharkar "Principles of Hospital Administration and Planning ,
4. Kunders : Hospital planning & hospital Management
5. Mc. Caullay: Hospital Administration and Planning
6. Notes and material provided by concerned faculty
7. Internet and other resources

[Handwritten signatures and initials]

BHI 107: FINANCIAL ACCOUNTING

Course Objective: The objective of this course is to help students to acquire basic accounting concepts and use them as a tool of decision making.

COURSE CONTENT

Unit I: Introduction to Accounting: Meaning of Accounting, The process of Accounting, Advantages of Accounting, Financial Accounting, Financial Statements, Uses of Financial Statements, and Limitations of Accounting, Relationship with other functional areas.

Unit II: Accounting concepts and Mechanics: Generally Accepted Accounting Principles (GAAP), Basic Concepts, Concepts of Double entry system of accounting rules of debit credit entries, types of accounts Journalizing the transactions, posting entries in ledger accounts and concept of trial balance, Cash Books, Subsidiary Books.

Unit III: Preparation of Financial Statements, Trading Account, Profit and Loss Account, Balance Sheet and Adjustment Entries.

Unit IV: Bank Reconciliation Statement, Computer Application in Accounting

Unit V: Depreciation: Meaning, Objectives, Methods of Depreciation, Responsibility Accounting, HR Accounting.

Recommended Books and Resources:

1. T.S.Grewal, Introduction to Accountancy, Sultan and Sons, New Delhi.
2. T.S.Grewal, Double Entry System of Book Keeping, Sultan Chand and Sons
3. Maheswari, Financial Accounting, Vikas Publications, New Delhi.
4. Notes and material provided by concerned faculty
5. Internet and other resources

BHI - 108 COMPREHENSIVE VIVA-VOCE

SEMESTER - II

BHI 201: INTRODUCTION TO HUMAN PHYSIOLOGY AND BIOCHEMISTRY

Course Objective: To enable students to learn and to have a good understanding of Human Physiology and Biochemistry as is necessary for Hospital Administrators.

COURSE CONTENT :

UNIT I: INTRODUCTION

- a) **General Physiology & Biochemistry** Physiology with special reference to Human E. dy. Principles of bio-physics as applicable to the human body.
- b) **Biochemistry**-Enzymes types, Mechanism of action, co-enzymes Structure and functions of carbohydrates, lipids, amino acids, proteins and nucleic acids. Immuno-globulins and immunity; vitamins and minerals; electrolytes Malnutrition and disorders related to carbohydrates, fats, proteins and vitamin deficiency; Electrolyte imbalance Biochemical Lab tests, profiles and equipment.

Unit II: DIGESTIVE AND CIRCULATORY SYSTEM

- a) **The Gastro-intestinal System** Physiology of gastro- intestinal system and its applied aspects; physiology of liver and pancreas
- b) **The Circulatory System** Composition of blood, functions of all components of blood Blood groups Cardiac Cycle, Blood Pressure and ECG Lymphatic system

Unit III: The Endocrine System Hormones , classification of hormones Gross physiology of endocrine system and its applied clinical aspects mechanism of action of various hormones and their role in controlling body activities hypo and hyper secretion of hormones and its clinical consequences

Unit IV: Physiology of the nervous system; CNS-functions of different parts of the brain. Thermoregulation in human body, Autonomic nervous system--sympathetic and parasympathetic systems and their applied physiology; excitable tissue --nerve and muscle

Unit V: More about the Human Body

- a) Respiration and its physiology with regard to its clinical application; diseases of respiratory system; artificial ventilation. Acid Base Balance
- b) Excretory system in humans including applied aspects
- c) Physiology of reproduction in humans-menstrual cycle

Recommended Books:

1. Human Physiology by Guyton
2. Human Physiology By Chatterjee.
3. Note provided by the faculty.

[Handwritten signatures and initials]

BHI-202: FUNDAMENTALS OF HOSPITAL ADMINISTRATION

Course Objective: The aim of this course is to enable the participants to understand the principles and practice of hospital administration and its application in hospitals, managing hospitals by understanding the complexity, levels and role of hospital administrator & understand the current issues that have an implication in administration.

COURSE CONTENT

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

Unit-II: Management Functions and Process: Planning, Organizing, Staffing, Directing, Controlling.

Unit-III: Services, Health and Hospitals: Services, Classification of Service Organization, Characteristics, Challenges, History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health, Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization.

Unit-IV: Hospital Management: Levels and Roles, Governing Board, Executive Board and Advisory Board CEO, Medical Administration, Nursing Administration and Hospital Administration, Middle Level Managers in Hospital and their Responsibilities.

Unit-V: Current Issues: Accreditation, Tele health, Health Tourism, Health Insurance and Managed Care, Disaster Management, Hospital Wastes Management.

Recommended Books:

1. Stephen P. Robbins and Mary Coulter, Management . Prentice Hall of India Pvt. Ltd., New Delhi.
2. J.E. Park and K. Park, Textbook of Preventive and Social Medicine, M/S Banarsidas Bhanot Publishers, Jabalpur,
3. Elaine La Monica, Management in Health Care (Macmillan Press Ltd. London.
4. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
5. C.M. Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,
6. S. Srinivasan (ed.), Management Process in Health Care, Voluntary Health Association of India, New Delhi.

[Handwritten signatures and initials]

BH1-203: ORGANIZATIONAL BEHAVIOUR

Course Objective: This course intends to develop understanding of the students in individual and group behavior in organizational set-up.

COURSE CONTENT

Unit-I: Introduction to Organizational Behavior: Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and emotional intelligence in contemporary business organization.

Unit-II: Understanding Human Behavior in Management: *Perception:* Concept, nature, process, importance. Management and behavioral applications of perception. *Attitude:* concept, process, and importance. Attitude measurement. *Personality:* Concept, nature, types and theories of personality shaping. *Learning In Management:* Concept and theories of learning, learning principals, role of learning in management.

Unit-III: Motivation and Leadership: *Motivation-*Concept, principles, theories -- content and process. Monetary and non-monetary motivation. *Leadership:* Concept, functions, styles, and theories of leadership--trait, behavioral, and situational.

Unit-IV: Interpersonal relationship management: Analysis of interpersonal relationship, developing interpersonal relationship. Rapport building techniques and tips Group Dynamic: Definition of group. Stages of group development, punctuated equilibrium model, group structure, group decision making.

Unit-V: Stress and conflict management: *Define stress* and its potential sources, individual and organizational - approaches for managing stress. *Conflict management:* Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict: intra individual, inter-personal, inter-group, and organizational. *Resolution of conflict:* meaning and types of grievances and process of grievance handling.

Recommended Books:

1. Davis Keith, Human Behaviour at Works: Organizational Behaviours, Tata McGraw- Hill, New Delhi.
2. Pareek Udai, Behavioural Process in Organizations. Oxford and IBH, New Delhi.
3. Robbins S.P., Organizational Behaviour, Pearson Education, New Delhi.
4. Luthans Fred, Organizational Behaviour, McGraw Hill, New Delhi. S.
5. Chandran J.S., Organization Behavior, Vikas Publishing House.

[Handwritten signatures and initials]

BHU-204: INTRODUCTION TO INFORMATION TECHNOLOGY

Course Objective: The objectives of the course is to provide the students basic concepts of information technology and its applications so as to enable them to make more efficient use of IT.

COURSE CONTENT

Unit-I: Information Technology: Concept, Definition. Characteristics and interpretation, Data its logical and physical concepts. Technology and its relevance in information age. Interpretation and elaboration of IT.

Unit-II: Introduction to Computers: Classification of computers, Components of Computer System. Introduction to High level and low level languages. Software: System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines.

Unit-III: Word: Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes, Compare & Merge Documents, Send for Review and Comments, Troubleshooting Track Changes, Mail Merge Tool.

Unit-IV: MS Excel: Spreadsheets and their uses in business, Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions.

Unit-V: MS Power Point: Introduction to MS Power Point. Navigation, Views, Design Templates. Clip art, images, diagrams, Charts and Graphs, Drawing Tools. Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations. **Computer Security:** Introduction, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Security Awareness and Policies.

Recommended Books:

1. The Internet Complete – Pearson Education
2. Computer Today – Suresh Basandra, Galgotia Publication.
3. P.K.Sinha: Fundamental of Computers, BPB Publishers.
4. A. Leon & A. Leon: Internet for Everyone, Leon Tech World.
5. Curtin, Foley, Sen & Martin: Information Technology, Tata McGraw Hill.

[Handwritten signatures and initials are present at the bottom of the page, including 'V2W', 'KB', 'Ma', and others.]

BHI-205- HOSPITAL OPERATIONS-CLINICAL SERVICES

Course Objective- The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital clinical services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.

COURSE CONTENT

Unit-I: Introduction, Meaning, Scope and Significance of Patient care services. Role of hospital Administrator.

Unit-II: OPD services with special emphasis to reduce overcrowding in OPD. Admission and Discharge. IPD – Accident and Emergency services-procedure of medico legal formalities

Unit-III: Laboratory, Radio-imaging (X-Ray, CT, MRI, PT) and Blood Bank with special emphasis on Time-Motion study to remove bottlenecks.

Unit –IV: Operation Theatre- How to optimize use of OT, Scheduling and familiarization with modular concept in OT operations. ICU with emphasis on latest trends in Equipmentation.

Unit –V: CSSD Services, Ward Management, Nursing Services, Hospital acquired infections with latest trends in detection and controlling.

Recommended Books:

- 1.Hospital operations-1 (Clinical services) by Sangeetha Natarajan, Parshva publications, Sonapat (Haryana)
- 2.BM,Sakharkar, "Principals of Hospital Administration planning-latest edition

BW

CV

KS

MA

↓

1/1/14

1/1/14

BIII-206: INTRODUCTION TO ECONOMICS

Course Objective: To introduce the economic concepts and familiarize students with the importance of economic approaches in managerial decision making also to understand the applications of economic theories in business/Administration decisions.

COURSE CONTENT :

Unit I : Economics –definitions & meaning , Micro economics/Macro economics differences
Managerial economics

Unit II: Circular Flow of Activity, Nature of the Firm ,Objectives of Firms, Demand Analysis and Estimation – Individual, Market and Firm demand Determinants of demand
Elasticity measures and Business Decision Making, Demand Forecasting.

Unit III: Law of Variable Proportions , Theory of the Firm – Production, Functions in the Short and Long Run . Cost Functions ,Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs ,Type of Costs ,Analysis of Risk and Uncertainty.

Unit IV: Product Markets –Determination Under Different Markets Market Structure –Perfect Competition Monopoly, Monopolistic Competition –Duopoly - Oligopoly – Pricing and Employment of Inputs Under Different Market Structures ,Price Discrimination - Degrees of Price Discrimination

Unit V: Introduction to National Income National Income Concepts – Models of National Income Determination , Economic Indicators - Technology and Employment , Issues and Challenges .Business Cycles – Phases – Management of Cyclical Fluctuations , Fiscal and Monetary Policies.

Recommended Books:

1. Micro Economics – H.Gravelle, R. Rees, Pearson Education
2. Managerial Economics, Tata McGraw-Hill, New Delhi Moyer & Harris,
3. Macro Economics: Theory & Applications – D.N. Dwivedi, Pearson Education
4. Managerial Economics, Cengage Learning, Newdelhi, 2005
5. Managerial Economics, Tata McGraw-Hill, Newdelhi, 2011
6. Principles of Economics – Karl E. Case, Ray C. Fair, Pearson Education
7. Indian Govt. and Politics – J.C. Jhory

BIII -207 MINOR RESEARCH PROJECT

B.II- 208 COMPREHENSIVE VIVA-VOCE

[Handwritten signatures and initials are present in the bottom right corner of the page.]

SEMESTER - III

BHU301 INTRODUCTION TO PREVENTIVE & SOCIAL MEDICINE

Course Objectives: The objectives of the course are to enable students to learn preventive and social medicine necessary for hospital administrators.

COURSE CONTENT:

UNIT I: INTRODUCTION-Community medicine and Public Health. Modes of Transmission of diseases – communicable and non- communicable disease .

UNIT II :

- a) **Waterborne Diseases.** Typhoid, Cholera, Control and Prevention of water borne Diseases.
- b) **Droplet Infections (air borne) -** Mode of spread and control. Tuberculosis and National TB control Programme RNTCP
- c) **Viral diseases** Measles, Viral Hepatitis

UNIT III :

- a) **Diseases Transmitted through vectors and their control** Malaria and Modified Malaria control Programme. Filariasis and Filariasis control Programme..
- b) **Diseases transmitted through contact.**--Leprosy - Leprosy Eradication Programme.
- c) **Sexually transmitted diseases -** Transmission and Control. Treatment and control. AIDS, Hepatitis B,

UNIT IV : Non communicable Diseases-- Heart Disease, Diabetes mellitus, Cancer, Accidents

UNIT V : Family Welfare Services. Population Control, Reproductive & Child Health Program, ICDS-- concept and need

Recommended Books:

1. K. Park, "Text Book of Preventive and Social Medicine", XVIIth Edition.
2. B.K. Mahajan-- Text Book of Preventive and Social Medicine

[Handwritten signatures and initials]

BH1-303: INTRODUCTION TO HOSPITAL PLANNING

Course Objective: The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals. The students can gain and understand of the events which occur in day to day working of health care organizations. Students are expected to develop a diagnostic and problem solving approach.

COURSE CONTENT

Unit-I: Hospital Planning: Planning as a management function, Hospital Planning - Meaning & scope, steps of hospital planning from idea to inauguration of hospital, Concept of building a Hospital - Availability of Finance & land Feasibility Studies, catchments area and demand analysis, Site Surveys--- Physical environment, possibility for expansion; utilities-water-electricity sewer, lines, telephones transportation etc.

Unit-II: Guiding principles in planning Hospital facilities & services: Planning of type, size and facilities for Hospital, Facility Master Plan, Design (Internal & External Aspects), Design team—role and criteria for the choice of Architect, role of Engineers and hospital administrator in hospital planning and designing In the planning stages; preliminary sketches; final plans, working; drawing; specification; construction problems and contract modifications

Unit-III: Planning for Equipmentation: preparing equipment list for the new hospital-Built in equipment, Non-expendable/ imported, Expendable equipment, Capital equipments.

Unit-IV: Role of Administration: Role of Administration in Building a Hospital Planning of Specified Hospitals---1000 bed hospital teaching or general/ 500 bed hospital/ 200 bed hospital/ Special hospitals-Primary Health Centre and community Health Centre. Alteration and addition in and existing hospital planning the maintenance department, Engineer's office, Workshop of various types.

Unit-V: Concept and role of Hospital Consultancy: Hospital Polices & other guidelines. Planning for Research & Education facilities, Future Expansion Plans, Accreditation Planning. Recent trends in hospital planning, Pros and cons of Modular structures. WHO Standards and Recommendations. National & International Standards

Recommended Books:

1. Modern trends in hospital planning--- by Shakti Gupta-JP publications
2. Kunders : Hospital planning & hospital Management
3. Mc. Caullay: Hospital Administration and Planning

[Handwritten signatures and initials]

BIIT-304: SERVICES MANAGEMENT

Course Objective: The objectives of the course are to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.

COURSE CONTENTS

UNIT-I: Introduction to Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service. Challenges in Service Marketing. Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.

UNIT-II: Marketing Mix in Services-Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

UNIT-III: Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.

UNIT-IV: Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.

UNIT-V: Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.

Recommended Books:

1. Christopher H. Lovelock, "Services Marketing", New Delhi: Prentice Hall of India, 3rd Edn., 1996.
2. Ravi Shankar, "Services Marketing", New Delhi, Global Press, 2nd Edn. 1998.
3. V. A. Zeithamal and M. J. Bitner, "Service Marketing: Integrating Customer Across the Firm", McGraw Hill, 2002

[Handwritten signatures and initials are present in the bottom right section of the page, including names like 'Ravi', 'Arun', and 'JTB'.]

BHU 305 ORGANIZATIONAL COMMUNICATION IN HINDI

व्यवसायिक संगठन में हिंदी संप्रेषण

अध्ययन का उद्देश्य:- इस प्रश्नपत्र का मुख्य उद्देश्य विद्यार्थियों में हिंदी संप्रेषण कला को विकसित एवं वर्धित करना जिससे वे संगठन में अपनी बात स्पष्टता से प्रस्तुत कर सकें एवं सुगठित संवाद स्थापित कर सकें।

अध्ययन विषयवस्तु :-

1. परिचय: संप्रेषण की परिभाषा, संप्रेषण के प्रकार, संप्रेषण के उद्देश्य, सिद्धांत, महत्त्व एवं प्रभावी तथा बाधाकारी करक, संचार मॉडल, प्रभावी संवाद स्थापना के प्रकार एवं लक्षण, अध्ययन की कला एवं रणनीति का गठन।

2. प्रभावी संप्रेषण के प्रकार :- शाब्दिक, अशाब्दिक, औपचारिक, अनौपचारिक मौखिक एवं लिखित संप्रेषण, आन्तरिक एवं बाह्य संप्रेषण जालिका, प्रभावी संप्रेषण की निर्माण प्रक्रिया, संप्रेषण एवं संघर्ष प्रबंधन, संप्रेषण विधि इन्टरव्यू के समय, दर्शक के अनुसार संप्रेषण प्रक्रिया, उद्देश्य एवं मुख्य विचार को परिभाषित करना तथा संप्रेषण के माध्यम को चुनना, बैठक शिष्टाचार की विस्तृत प्रणाली का अध्ययन।

3. व्यवसायिक लेखन :- सभी प्रकार के प्रत्यक्ष, अप्रत्यक्ष, औपचारिक एवं अनौपचारिक प्रार्थना पत्रों का लेखन, मुख्य प्रष्ठ, आरम्भ एवं अन्तिम पैराग्राफ का लेखन, मुख्य बिन्दुओं की समीक्षा, बायोडेटा लेखन, प्रस्ताव, ईमेल, मैमो, परिच्छेद इत्यादि का लेखन।

4. वार्तालाप कौशल:- वार्तालाप के मुख्य सिद्धांत, केन्द्रीय बिन्दुओं की समीक्षा, वार्तालाप विधि, मुख्य प्रक्रिया का निर्धारण एवं वार्तालाप आरम्भ प्रक्रिया, विश्वास अर्जित करना सौदेबाजी आरम्भ करने की प्रक्रिया तथा बाधाकारी बिन्दुओं की समीक्षा एवं समाप्ति तथा आवश्यक शर्तों की विवेचना।

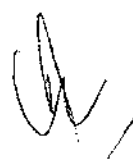
5. समकालीन प्रवर्तियाः:- प्रौद्योगिकी समर्थक संप्रेषण, व्यवसायिक संस्था का संचार तंत्र का परिचय, व्यापार संचार में नैतिकता की विस्तृत विवेचना।

Suggested Books

1. सामान्य हिन्दी डॉ केदार शर्मा, जैन प्रकाशन जयपुर
2. आधुनिक हिन्दी व्याकरण ओर रचना, डॉ वशुदेव नंदन, प्रताप भर्ती भवन दिल्ली
3. हिन्दी व्याकरण डॉ राजेन्द्र सिंह, राधेश्याम पाल, हंशा प्रकाशन जयपुर













BHI-306: HUMAN RESOURCE MANAGEMENT IN HOSPITALS

Course Objective: This course intends to develop understanding of the students of concepts, Techniques, oral and practices of human resource management in hospital.

COURSE CONTENT

Unit-I: Elements of HRM: evolution of HRM, meaning, Nature and scope, HRM functions and objectives, difference between HRM and Personnel Management. Human Resource Development in India, role of HR managers, manpower planning.

Unit-II: Job analysis: job description, job specification. Recruitment and selection, methods and procedures. Difference between recruitment and selection process.

Unit-III: Training and development: purpose, methods and issues of training and management development programs, mentoring and coaching.

Unit-IV: Performance and job evaluation: definition, purpose of appraisal, procedures and techniques including performance appraisal. Job evaluation: concept, methods and types.

Unit-V: Job Enrichment: promotion, transfer and 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

Recommended Books:

1. Mirza, Satyadian S., Human. Resource Management.
2. Pareek, Udai and Rao T.V. Designing and Managing Human Resource Systems.
3. Rao T.V. and Pereira, D.H. Recent Experience in Human Resource Development.
4. Rao T.V. Performance Appraisal - Theory and Practice.
5. Keith Davis, Human Behaviour at Work.
6. Khandawalla, Organizational Design for Excellence.
7. Gary Dessler, Human Resource Management, Prentice-Hall of India Pvt Ltd.

[Handwritten signatures and initials]

[Handwritten initials]

BHI 307 COST AND MANAGEMENT ACCOUNTING

Course Objective: The aim of the course is to enable students to know and understand the various facets of accounting procedures and practices used in business management.

COURSE CONTENT:

Unit I: Introduction to cost accounting: Purpose, and interrelationship of Financial and Management Accounting with Cost Accounting. Elements of Costs: Direct and Indirect Cost.

Unit II: Various types of Costs: Product cost and period costs; Absorbed and Unabsorbed Costs; Expired and Unexpired Cost; Variable and fixed cost; Out of Pocket costs and Sunk Costs; Opportunity Cost and Liquidity Costs; Incremental, Marginal and Differential Costs.

Unit III: Total Cost & Managerial Cost, Cost volume -Profit Analyse, B E P(Broke even point), relevant Costing for decision Making.

Unit IV: Budgeting Control :- Meaning of Budget, Budgeting & Budgeting Control: Objectives, Importunes, Types of Budgets Functional, Fixed and Variables Budgets. ,

Unit V: Standard Costing and Variance Analysis:- advantage & Disadvantages of Standard Costing, Analysis of Various: Material, Labour, responsibility Accounting, Methods of Costing: Unit and Job costing and preparing Tenders, Contract Costing, Process Costing.

Recommended Books:

1. Cost Accounting – Pearson Education.
2. Cost Accounting methods & Problems – B.K. BHIr
3. Cost Analysis and Control – B.M. Nigam and G.L. Sharma, Himalaya Publishing House, 1992.
4. A.T.B. of Cost Accounting – M.N. Arora, New Delhi, Vikas Publishing House Pvt. Ltd., 1994 Third Revised Edition.

BHI - 308 COMPREHENSIVE VIVA-VOCE

SEMESTER -IV

BHI 401-INTRODUCTION TO PATHOLOGY & MICROBIOLOGY

Course Objective: The aim of the course is to enable students to have a good understanding of Pathology & Microbiology necessary for hospital administration.

COURSE CONTENTS:

Unit I: Inflammation acute & chronic Neoplasia : aetiology, clinical types and clinical course of disease. Haemo-stasis : Haemorrhage, shock & thrombosis . Basics of Immune system and its role in aetiology and prevention of Disease. Respiratory System: Pulmonary tuberculosis and sputum examination. Carcinoma of lung. Bronchial asthma.

Unit II: Diseases of GIT and Liver: Infectious hepatitis. Infectious diarrheas. Peptic Ulcer Genito-urinary Tract: urinary tract infections; Nephritis, Renal failure Pathology of venereal diseases , including AIDS. Laboratory Investigations: Various profiles like Pyrexia, Lipid. Cardiac, Renal ,Hepatic ,Fertility, Obesity ,Cancers & hematological etc.

Unit III: Principles of Blood Banking. Pathology of some common diseases .Coronary Heart Disease, cerebro-vascular accidents, hypertension ..Diabetes mellitus Microbiology & Parasitology: Parasitology , with special emphasis on the prevailing parasitic diseases of India specially Plasmodium, Amoeba & Giardia, Ascaris, Enterobius, Taenia, Wuchereria , Dracunculus,Hydatid etc.

Unit IV : Morphology and Physiology of bacteria, fungi and viruses. Introduction to microbes Standard microbial laboratory processes and methods. Major bacterial, fungal and viral diseases and their findings. Drugs of Microbial origin.

Unit V: Basic Immunology :- Immunity, Antigen, Antibodies, Immune Response, Immune-deficiency & hypersensitivity.

Recommended Books.

1. Basic Pathology Robin 5th ed. 1992 W.B. Saunders
2. Walter and Israel: General Pathology, 6th ed. Churchill and Livingstone.
3. Text Book of Pathology by Harsh Mohan VII ed. JP Brothers Medical Pub Pvt Ltd. New Delhi
3. Hand book of resource material for II Prof. MBBS students of Pathology prepared by Dept. of Pathology MGM Medical College, Indore.
4. Hand book of laboratory Investigations. Microbiology by Ananthnaraya

Handwritten signatures and initials at the bottom of the page, including names like 'Buy', 'AK', 'E', 'M', 'R', and 'S'.

MHA-402: MANAGEMENT OF QUALITY

Course Objectives: The course will help to understand managing quality as an institutional philosophy in Healthcare organizations, the process of cultural change will emphasis on leadership commitment. Training, Managing Change, Team Work and Communication. It also understands the rights and responsibilities of patients to develop skill to set Standards, benchmarks and use Quality Audit to measure standard and Outcome of Care.

Course Content:

Unit-1: Fundamentals: History, Need and Importance of Quality Management, Core Values, Concepts and Models, Dimensions of Quality, Principles of Quality Management - Structure, Process and Outcome, Quality Vs Productivity Vs Profitability, Cost of conformance and non-conformance to Quality, Major Components of Quality, Quality Management Process, Customer Focus, Process Focus, Quality Measurement and Statistical Report at all Levels.

Unit-2: Quality Foundation, Tools and Techniques: Leadership, Team, Communication, Problem Solving, Managing Time, Tools and Techniques, Flow Charts, Cause and Effect Diagram, Pareto Diagram, Statistical Process Control (SPC).

Unit-3: Healthcare Quality: Quality/Customer Service, Core Service and Delivery of Service, Caring Service, Stress, Communication and interpersonal Relationship, Patient Satisfaction, Rights and Responsibilities of Patients, Satisfaction and Delight, Quality Indicators of Patients Satisfaction, Clinical Quality, Admission, Follow Up and Community Care, Measuring Quality, Setting Objectives and Agreeing upon standards. Feedback: Customer, Staff, Suppliers etc., Quality Audit and Review Techniques.

Unit-4: Organization Roles in Quality: Quality Policy - Commitment to Patient and Staff, Code of Conduct for Health Professionals, Job Description of Quality Manager, Quality Screening Committee, Quality Council, Quality Teams, Task Force, Quality Circle, Obstacles to Practice Quality.

Unit-5: Recent Trends: ISO Certification - BS Mark, Accreditation - JCI, Quality Award Scheme, Business Process Reengineering.

Recommended books:

1. Wilson CRM, Hospital Wide Quality Assurance (Saunders, Ontario).
2. Hage C.H. Kogh, Total Quality Management in Health Care (Longman Publication) ISBN 0582 04696.
3. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care - A Hand Book (Edward Arnold, London) ISBN 0-340-55273-5.
4. Edward W. Deming, Out of the Crisis (Cambridge University Press, Cambridge).
5. Richard Smith (ed) Audit in Action (British Medical Journal, London) ISBN 0-7279-0317-9.
6. Helga Drummond, The TQM Movement - What Total Quality Management is Really All About (UBSPD, New Delhi).
7. Nankamp and Eileen Richardson, Quality Assurance in Nursing Practice (Butterworth Heinemann Ltd., London, Second Edition) ISBN 0-7506-2326-8.

[Handwritten signatures and initials at the bottom of the page]

BHU 403: INDIAN ETHOS AND ETHICS IN HEALTHCARE

Course Objective: The objective of the course is to acquaint the students with Indian Ethos and its relevance to managerial decision making.

COURSE CONTENTS

UNIT-I: Indian Ethos: Concept, Culture and Management. Is Management Culture Bound? (A discussion) The Sources of Indian Ethos in Management: Vedas, Upanishads, Puranas, Shastras, Shrutis and Smritis.

UNIT II: Value for Indian Managers: Values & Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management. Ethico - Moral Management: Ethics and Morals and Intellect of Emotions?, Science & Technology Vs. Ethics & Morals, Vedantic Ethics & Back to roots.

UNIT III: Work Ethics & Ethics in & Work: Life Goals or Purusharthas, Gunas & Avagunas, Karma and Yoga, Sanity in over heated Organisations.

UNIT IV: The Indian Heritage & Productivity: Philosophical aspects of Productivity, Essence of the Indian heritage, Energy Processing and the Manager - Sadhak, India's Non centralized culture, and the Productivity Ethics.

UNIT V: Medical Ethics: Hippocratic Oath of medical practitioners, Patient's Bill of Rights, Hospital responsibilities, Managerial Ethics, Hospital Administrator's position, role & responsibility, including problems faced therein, regarding ethics & law. Applicability of Law in Hospital setups: viz:-Related to statutory & government obligations, Related to Clients, Related to Human Resource & Manpower

Recommended Books:

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
3. Murthy, Business Ethics, 2009, Himalaya Publishing House
4. S Prabakaran, Business Ethics and Corporate Governance, Excel Books
5. Shashtri J.L., Ancient Indian Thoughts and Mythology , 1st edi, Motilal Banarsidas,
6. F. Max Muller , Sacred Books of East ,Motilal Banarsidas, New Delhi

B. W.

U. P.

A. S. S.

E.

M. G.

1. Admission

Admission to MBA Ist semester will be made as per the rules prescribed by the Academic Council of the I.B.S. Ch. Charan Singh University Campus Meerut.

2. Eligibility for Admission

2.1. For admission through Entrance Examination:

For admission to MBA 1st semester a candidate should have Bachelor's degree of minimum three year duration in any discipline as M.B.B.S., B.A.M.S., B. Pharma. B.D.S., B.A., B. Sc. B. Com., B.C.A., B.B.A. or any graduate degree.

2.2. For direct admission made after Entrance Examination Counseling:

The eligibility criteria for direct admission on seats if remaining vacant after the Entrance Examination Counseling shall be such as may be notified by the State Govt./University/ institute of Business Studies from time to time.

2.3. The Academic Council shall have power to amend or repeal modify the eligibility criteria laid down at clause 2.1. & 2.2, as per the guidelines of All India Council for Technical Education (A.I.C.T.E.) and/or the direction of the State Govt. or UGC or CCS University Meerut from time to time.

3. Attendance

3.1 Every student is required to attend all the lectures, tutorials, practical's and other prescribed curricular and co-curricular activities. The attendance can be condoned up to 25% on medical grounds or for other genuine reasons beyond the control of students.

3.2A further relaxation of attendance upto 15% for a student can be given by Head of Institution/College provided that he/she has been absent with prior permission of the Head of the institution/college for the reasons acceptable to him.

3.3 No student will be allowed to appear in the end semester examination if he / she does not satisfy the overall average attendance requirements of clause Nos. 3.1, and 3.2.

[Handwritten signatures and initials at the bottom of the page]

3.4 The attendance shall be counted from the date of admission in the college.

4. Duration of Course

4.1 Total duration of the MBA Course runs under the self-financing scheme on regular mode with other programmes of the university with an intake of sixty additional seats shall be of two years, comprising of four semesters two semester each year. Each semester shall normally have teaching for the 90 working days or as prescribed by A.I.C.T.E. /UGC/STATE GOVT./ CCS University / Institute of Business Studies from time to time.

4.2 The maximum time allowed for completing the MBA course shall be four years, failing which he/she shall not be allowed to continue for his/her MBA Degree.

5. Curriculum :

5.1 The two year curriculum has been divided into four semesters and shall include lectures, tutorials, practical's, seminars and projects etc. in addition to industrial training and educational tour etc. as defined in the scheme of instructions and examinations and executive instructions issued by University from time to time.

5.2 The curriculum will also include such other curricular, co-curricular and extra-curricular activities as prescribed by the University from time to time.

5.3 In view of fast developments in the field of knowledge, government policies and industry demand the faculty shall be permitted to review and incorporate required change in the syllabus in the beginning of each semester.

5.4 Total teaching hours for each subject shall be three hours per week.

6. Examination :

6.1 The performance of a student in a semester shall be evaluated through continuous assessment and end semester examination. The continuous assessment shall be based on class tests, assignments/tutorials, quizzes/viva-voce and attendance. The marks for continuous assessment (sessional marks) shall be awarded at the end of the semester. The end semester examination shall be conducted by means of written papers, viva-

[Handwritten signatures and marks at the bottom of the page]

voice, inspection of certified course work in classes, project work, and design reports or by means of any combination of these methods.

- 6.2 The distribution of marks for sessional, end semester examinations, and other examinations, comprehensive viva and project, shall be as per the prescribed scheme of examination.
- 6.3 The maximum marks of a theory subject shall be of 100, consisting of 60 marks for end semester examination and 40 marks for Sessional work.
- 6.4 The minimum pass marks in each theory subject (including sessional marks) shall be 40%.
- 6.5 The minimum pass marks in a comprehensive viva / project shall be 50%.
- 6.6 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 7.2 (a).

The course being professional and teaching is done with a specific approach, therefore, The Teacher offering the course will be responsible for setting the question paper and evaluating the answer books of tests and end-semester examination of that course. If due to some unavoidable reasons, it is not possible, then the concerned Head / Director will make an alternate arrangement for the conduct of examination.

- 6.7 Comprehensive viva board shall consist of one external expert in the subject and one or two internal faculty members. The average of marks awarded by the board members shall be considered as the marks awarded to the student. The averaging shall be done by the board and only single marks for respective student shall be submitted.
- 6.8 The evaluated answer scripts shall be shown to the students at a specified time and date.

7. Promotion :

- 7.1 A candidate satisfying all the requirements under clause 6 shall be promoted to the next academic year of study.
- 7.2 (a) A candidate shall be eligible for provisional promotion to the next academic year of study provided :

[Handwritten signatures and initials at the bottom of the page]

he/she fails to satisfy the requirements of clause 6.4 and 6.5 in not more than 3 theory/practical/ project subjects in a semester and 5 theory/practical/ project subjects on the basis of combined result of both semester examinations of a particular academic year.

(b) If a candidate satisfies the requirement of clauses 6.4 and 6.5 but fails to satisfy the requirement of clause 6.6, he/she shall be eligible for provisional promotion with carry over. He/she may choose upto a maximum of any five theory papers of that particular academic year as per his/her choice to pass the examination of that year.

7.3 Candidates failing to satisfy the requirements of clauses 6.4, 6.5 and 6.6 together shall be declared fail and shall be required to repeat the whole academic year after taking re-admission or to opt for ex-studentship. This facility is, however, subject to the time limits stipulated in clause-4.

8. Carryover System:

(a) A candidate who satisfies the requirements of clause 7.2 (a) will be required to appear in those theory papers / practical in which he/she failed in subsequent examinations of the same semester.

(b) A candidate satisfying clause 7.2 (b) shall be required to exercise his/her choice upto a maximum of five theory papers in which he/she desires to appear in the examination to fulfill the requirements of clause 6.6. He/she shall inform the college about his/her choice within 15 days from the date of declaration of result.

9. Ex-studentship :

9.1 A candidate opting for ex-studentship shall be required to appear in all the theory/practical/viva subjects in the end semester examinations of both semesters of the same academic year. However, the sessional marks shall be carried over. Ex- student shall not be required to undertake sessional assessment again.

9.2 A candidate opting for ex-studentship shall be required to apply to the college by paying only examination fee within 15 days from the start of new academic session.

[Handwritten signatures and initials]

10. Re-admission in the Institution :

A candidate may be allowed for re-admission provided he/she satisfies one of the following conditions:

- 10.1 A candidate is declared fail.
- 10.2 A candidate did not appear in a semester examination.
- 10.3 A candidate has been detained by the institute and has also been permitted to take re-admission.
- 10.4 A candidate as an ex-student passed the examination of the academic year or qualified for carryover system.
- 10.5 A candidate provisionally promoted with carry over subjects but he/she opts/request for re-admission.

11. Results :

11.1 The result of a candidate shall be declared on the basis of performance each semesters of the same academic year but the aggregate result of both semester as per the clause 7.2 or 7.3 shall be declared for promotion in the second year. However, a final year student, who is not permitted in any one of the final year semester examinations due to shortage of attendance, will be permitted in that particular semester of the next academic session to study as a regular student and appear at that semester examination.

11.2 Result of the final year shall be declared on the basis of working out

Grand Total by adding marks of all the years of study in the following ways:

- I Year 100% of aggregate marks
- II Year 100% of aggregate marks

12. Award of Division :

12.1 The division shall be awarded on the basis of final year result which includes aggregate of all the 4 semester marks.

12.2 If a candidate passes all examinations and secures 50% or more marks but less than 60% marks of the Grand total, he/she shall be placed in SECOND DIVISION.

[Handwritten signatures and marks at the bottom of the page]

12.3 If a candidate passes all examinations and secures 60% or more marks of the Grand Total, he/she shall be placed in FIRST DIVISION.

12.4 If a candidate passes all examinations in first attempt without grace and secures 75% or more marks, he/she shall be placed in FIRST DIVISION WITH HONOURS and the candidates at first two top positions amongst First Div. with Honours only will be awarded medals viz. Gold and Silver respectively in order of merit.

13. Grace Marks :

13.1 A candidate may be awarded grace marks upto a maximum of total 10 marks, in maximum four subjects but not more than three marks in any subject and/or aggregate marks in each academic year provided he/she can be declared to have passed the academic year by the award of these marks.

13.2 The grace marks shall be mentioned separately and shall not be added to the aggregate marks.

14. Scrutiny and Revaluation :

14.1 Scrutiny shall be allowed in only theory papers as per the rule of the University.

14.2 Revaluation of theory/practical papers is not permitted.

15. Unfair means :

Cases of unfair means shall be dealt as per the rules of the University and The U.P. Public Sessional Examination (Prevention of Unfair means) Act if any in prevalence.

16. Award of Sessional Marks:

16.1 Marks for theory subjects shall be awarded as per the provisions in the schemes of examinations. The break-up of sessional marks shall be as follows:

- | | | |
|------|---|----------|
| (i) | Class Test
(two mid-term tests of equal weightage) | 30 marks |
| (ii) | Teacher Assessment
Tutorial/Assignment/ Quizzes
Attendance : Minimum 75 % Compulsory for
appearing in the examination after all deductions | 10 marks |

[Handwritten signatures and marks at the bottom of the page]

16.2 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/College 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 prescribed for the subject.

17. Cancellation of Admission:

The admission of a student at any stage of study shall be cancelled if :

- (i) He / She is not found qualified as per A.I.C.T.E. /UGC/STATE GOVT./ CCS University Meerut / Institute of Business Studies norms and guidelines or the eligibility criteria prescribed by the University. or
- (ii) He / She is found unable to complete the course within the stipulated time as prescribed in clause 4.2

or

- (iii) He / She is found involved in creating indiscipline in the Institution / College or in the University.

18. The Academic Council shall have the power to relax any provision provided in the ordinance in any specific matter/situation subject to the approval of Executive Council of the University & such decision(s) shall be reported to the Chancellor of the University.

20% of the total syllabus will be covered by expert practitioners of the special portion of the Syllabus and giving exposure to Corporate / Industry to the students.

[Handwritten signatures and initials]

Top left: *JK*

Middle left: *JA*

Bottom left: *JK*

Center: *[Large signature]*

Bottom center: *AK*

Bottom right: *AK*

Far bottom right: *AK*

Ch. Charan Singh University, Meerut

Master of Business Administration

(Hospital Administration)



Syllabus

Offered by

Institute of Business Studies
Ch. Charan Singh University, Campus Meerut

[Handwritten signatures and initials]

Master of Business Administration
(Hospital Administration)
INDEX

S. N.	CODE	SUBJECT NAME	INTERNAL	EXTERNAL	TOTAL
SEMESTER-I					
1.	MHA-101	PRINCIPLES AND PRACTICES OF MANAGEMENT	40	60	100
2.	MHA-102	ORGANIZATIONAL BEHAVIOUR	40	60	100
3.	MHA-103	CORPORATE COMMUNICATION	40	60	100
4.	MHA-104	HOSPITAL ADMINISTRATION	40	60	100
5.	MHA-105	INTRODUCTION TO ANATOMY, PHYSIOLOGY AND BIOCHEMISTRY	40	60	100
6.	MHA-106	ACCOUNTING FOR MANAGERS	40	60	100
7.	MHA-107	FUNDAMENTALS OF MARKETING MANAGEMENT	40	60	100
8.	MHA-108	QUANTITATIVE TECHNIQUES	40	60	100
9.	MHA-109	COMPREHENSIVE VIVA VOCE	-	-	100
TOTAL			320	480	(800+100) 900
SEMESTER-II					
10.	MHA-201	INTRODUCTION TO PATHOLOGY AND PSM	40	60	100
11.	MHA-202	HOSPITAL OPERATIONS- CLINICAL SERVICES	40	60	100
12.	MHA-203	INTRODUCTION TO INFORMATION TECHNOLOGY	40	60	100
13.	MHA-204	HUMAN RESOURCE MANAGEMENT	40	60	100
14.	MHA-205	HEALTHCARE MARKETING AND PUBLIC RELATION	40	60	100
15.	MHA-206	FINANCIAL MANAGEMENT	40	60	100
16.	MHA-207	INTRODUCTION TO PHARMACOLOGY AND FORENSIC MEDICINE	40	60	100
17.	MHA-208	HOSPITAL PLANNING	40	60	100
18.	MHA-209	COMPREHENSIVE VIVA VOCE	-	-	100
TOTAL			320	480	(800+100) 900

mbc
Na *N.M.W*

S. N.	CODE	SUBJECT NAME	INTERNAL	EXTERNAL	TOTAL
SEMESTER-III					
19.	MHA-301	STRATEGIC MANAGEMENT IN HEALTHCARE	40	60	100
20.	MHA-302	HEALTH INSURANCE	40	60	100
21.	MHA-303	MANAGEMENT INFORMATION SYSTEM FOR HOSPITALS	40	60	100
22.	MHA-304	BUSINESS AND LABOUR LAWS	40	60	100
23.	MHA-305	SOCIAL AND CLINICAL PSYCHOLOGY	40	60	100
24.	MHA-306	HOSPITAL OPERATIONS-II SUPPORTIVE SERVICES	40	60	100
25.	MHA-307	RESEARCH METHODOLOGY & ANALYSIS	40	60	100
26.	MHA-308	INTRODUCTION TO CLINICAL SUBJECTS	40	60	100
27.	MHA-309	COMPREHENSIVE VIVA VOCE	-	-	100
TOTAL			320	480	(800+100) 900
SEMESTER-IV					
28.	MHA-401	HEALTH ENVIRONMENT	40	60	100
29.	MHA-402	MANAGEMENT OF QUALITY	40	60	100
30.	MHA-403	ENTERPRENEURSHIP	40	60	100
31.	MHA-404	REGULATIONS FOR HOSPITALS	40	60	100
32.	MHA-405	WAGE AND SALARY ADMINISTRATION	40	60	100
33.	MHA-406	HEALTH ECONOMICS	40	60	100
34.	MHA-407	MATERIAL MANAGEMENT	40	60	100
35.	MHA-408	MAJOR RESEARCH PROJECT	-	-	100
36.	MHA-409	COMPREHENSIVE VIVA VOCE	-	-	100
TOTAL			280	420	(700+200) 900

Handwritten signature/initials

Handwritten signature: Zahed

Handwritten signature: M. Khan

SEMESTER-I

MHA-101: PRINCIPLES AND PRACTICES OF MANAGEMENT

Course Objectives: This Course intends to familiarize and develop understanding of the students of the basic principles and practices of management for efficient administration of hospital & delivery of healthcare services.

Course Contents:

Unit-1: Management: definition, nature and importance of management; Management Vs. administration; Management skills; Levels of management; Evolution of management; Early contributors. Taylor's scientific management theory: Fayol's principles of management. Hawthorne experiments and human relations.

Unit-2: Management functions: Introduction to functions of management; Planning: nature, scope, and its significance; Types of plans, planning process, barriers to effective planning and decision making. Process organizing: Concept, forms of organizational structure, departmentalization, span of control, delegation of authority, authority and responsibility, organizational design.

Unit-3: Staffing and directing: Concept, system approach, manpower planning, job design, recruitment and selection, training and development, performance appraisal. Directing: Concept, direction and supervision; Motivation: Concept, motivation and performance, theories of motivation, approaches for improving motivation, pay and job performance, quality of work life, morale building.

Unit-4: Leadership: Concept. Functions, styles and theories. Communication: Process, importance, channels, barriers to communication. Communication and management, role of communication in managerial effectiveness.

Unit-5: Controlling: Meaning, steps in a control process, need for control, types of control methods, essentials of effective control systems, Problems in control process. Control techniques.

Recommended books: (Latest Editions)

1. Prasad L, M, Principles of Management, S. Chand. And Co.
2. Stoner, Freeman and Gilbert Jr, Management, Prentice Hall of India.
3. Koontz, Principles of Management, Tata McGraw Hill.
4. Robbins S.P. and Decenzo David A., Fundamentals of Management: Essential Concept, and Applications. Pearson Education.

[Handwritten signatures and initials are present at the bottom of the page, including 'MHA' and 'P. D. ...']

MHA-102: ORGANIZATIONAL BEHAVIOUR

Course Objectives: This course intends to develop understanding of the students of individual and group behavior in organizational set-up. After completing this course the student should be able to think and apply the concept of organization behavior in their concerned organization.

Course Content

Unit-1: Introduction to Organizational Behavior: Concept, nature, characteristics, determinants and importance of O.B.; concept of knowledge management and emotional Intelligence in contemporary business organization.

Unit-2: 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. Learning In Management: Concept and theories of learning, learning principals, role of learning in management.

Unit-3: Motivation and Leadership: Concept, principles, theories — content and process. Monetary and non-monetary motivation; Leadership: Concept, functions, styles, and theories of leadership-trait, behavioral, and situational.

Unit-4: Interpersonal relationship management: Group Dynamics, Group Definition of group. Stages of group development, punctuated equilibrium model, group structure, group decision making. Analysis of interpersonal relationship, developing interpersonal relationship. Rapport building techniques

Unit-5: Stress and conflict management: Define stress and its potential sources, individual and organizational - approaches for managing stress. Conflict management: Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict: intra individual, inter-personal, inter-group, and organizational. Resolution of conflict; meaning and types of grievance and process of grievance handling.

Recommended books: (Latest Editions)

1. Davis Keith, Human Behaviour at Works: Organizational Behaviours, Tata McGraw- Hill, New Delhi.
2. Pareek Udai, Behavioural Process in Organizations, Oxford and IBH, New Delhi.
3. Robbins S.P., Organizational Behaviour, Pearson Education, New Delhi.
4. Luthans Fred, Organizational Behaviour, McGraw Hill, New Delhi.
5. Chandran J.S., Organization Behavior, Vikas Publishing House.

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

MHA-103: CORPORATE COMMUNICATION

Course Objectives: The objectives of the course are to help the students acquire the basic of interpersonal communication and public speaking, so as to improve his communication skills and ability to understand others. The outcome of this subject would be improved communication skills suitable for the industry.

Course Content

Unit-1: Introduction: Defining Communication, Process of Communication, Communication Model, Objectives of Communication, Principles of Effective Communication, Importance of business Communication, and Importance of Feedback, Factors Affecting Communication: Effective Listening -- Types and Essentials of effective listening, Reading Comprehension & Strategies.

Unit-2: Channels, Types and Forms of Communication: Types of communication, Communication Networks, 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-3: Mechanism of business Writing: Approaches to writing - Direct, Indirect and Persuasive styles, Cover letters, Writing the opening paragraph, Summarizing the key selling points, Writing the closing paragraph writing, Resume's report and proposals, Drafting e-mail memos.

Unit-4: Negotiation Skills: Basic principles, Process of Negotiation- Preparation developing a strategy, getting started, building understanding, Bargaining, Closing, Barriers of Negotiation, Essentials of Negotiation.

Unit-5: Contemporary Trends: Technology enabled communication, Corporate communication, Role of power point presentations in public and private organization, Ethics in Business communication, on-line presentations and interviews.

Recommended books: (Latest Editions)

1. William V. Ruch, business Communication, Maxwell Maemillan, New York,
2. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York.
3. Bill Scott, the Skills of Communication, Jaico, Bombay,
4. Ronald E. Dulken and John S. Fielden, Principles of business Communication, McMillia, New York,

[Handwritten signatures and initials are present at the bottom of the page, including names like 'S. A.', 'G. B.', 'A. J.', 'A.', and 'M. A.']

MHA-104: HOSPITAL ADMINISTRATION

Course Objectives: The aim of this course is to enable the participants to understand the principles and practice of management and its application in hospitals. At the end of the course the students would be able to accept professional management practice in hospitals.

Course Content

Unit-I-Introduction to the hospital field. - Definitions -- hospital and medical care, types, control. - Functions-- medical care, prevention, professional education and research. - Role of hospital in health spectrum. Hospital of India-to-day. Classification of hospitals -Number, type, size, distribution, ownership, problems of hospital administration.

Unit-II- Hospital administration - Principles - Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator Organization of Hospital. The governing authority, the administrator; business aspects; clinical aspects; channels of authority and communication, Importance of qualified v/s non-qualified, Medical v/s non-Medical Hospital Administrator Problems of hospital administration and their expected solutions.

Unit-III-Management of different Clinical, Para clinical, and Support service departments in Hospitals Hospital hazards Administration of Government (Rural, District & Municipal Hospital) v/s Private Hospitals Administration of a teaching hospital, Administration of a corporate hospital. Administration of a voluntary & charitable hospital, Hospital utilization and its evaluation Public Relations in Hospitals

UNIT-IV-Quality Management in Hospitals-Certification & Accreditation, TQM in Hospitals Management of Hospital Information System (Manual, Online & Offline), Hosp. Adm. Contd. Hospital Audits, Financial Audit, Clinical Audit, Tissue Audit Nosocomial Infection Management of Biomedical Waste in Hospitals (Law & the Reality)

Unit-V-Miscellaneous--Disaster Management Programs and guidelines for hospitals. Local administration, Municipal corporation, CMO, Health Insurance cases & TPA, Role of Administration in Medical & Paramedical Education and Research Recent trends in hospital administration, Latest trends of Hospital Administration Abroad. Health Education in Hospitals, Responsibilities of the hospital to the general public. Methods of Health Education in hospital and their importance. Patient Education through I.T.

Recommended books: (Latest Editions)

1. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
2. C.M. Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,
3. S. Srinivasan (ed.), Management Process in Health Care, Voluntary Health Association of India, New Delhi.

Handwritten signatures and initials at the bottom of the page.

MHA-105-INTRODUCTION OF ANATOMY, PHYSIOLOGY AND BIOCHEMISTRY

Course Objectives: The objectives of the course are to enable students to learn and to have a good understanding of Human Anatomy, Physiology, and Biochemistry as is necessary for orientation to Health Care and Clinical environment of Hospital.

Course Content:

Unit-1: Cell and Its components: Brief description of structure and function of cell organelles, cell division, cell cycle, Skeletal system: Brief description of structure and function of skeletal system, skull, vertebral column, Limbs, Thorax and abdomen, structure and function of bone, muscle, cartilage, ligaments, muscle contraction.

Unit-2: Digestive System: Brief description of gastrointestinal tract, its associated glands, mechanism of digestion and absorption of carbohydrates, fats and proteins. Malnutrition disorders related to Carbohydrates, Fats, Proteins & Vitamins, Electrolyte imbalance. **Respiratory System:** Brief description of human respiratory system, oxygen and carbon dioxide transport, artificial ventilation.

Unit-3: Circulatory System Brief description of heart, cardiac cycle, mechanism of heart contraction, Composition of blood, blood groups in human, mechanism of blood coagulation, Hemoglobin, Blood Pressure and ECG. **Excretory system:** Brief Description of structure and function of kidney, structure of nephron, formation of urine and dialysis.

Unit-4: Nervous system and Receptors : Brief description of CNS, PNS and ANS, structure and function of Neuron, Brain, Spinal cord and Reflex action, structure of eye, ear and nose as well as Mechanism of vision, hearing and taste. **Reproductive system:** Structure and function of male and female reproductive system, gametogenesis, fertilization, embryonic development and parturition and menstrual cycle.

Unit-5: Endocrine system : Brief description of glands and their Hormones, Classification of Hormones, Hypo and Hyper secretions and its consequences and their role in controlling body activities, feedback mechanism, mechanism of action of various hormones. **Biochemical and their role in human body:** Structure & functions of Carbohydrates, Lipids, Amino acids, Proteins and Nucleic acids. Electrolytes, Vitamins and Minerals, Enzymes types, Mechanism of action, co-enzymes, Immunoglobulin's and immunity, Biochemical Lab tests, profiles and equipment used therein, Acid base balance and temperature regulation in Human

Recommended books : (Latest Editions)

1. Essentials of Human Anatomy I B Singh Jaypee Bros.
2. B D. Chaurasia Human anatomy
3. C.C. Chatterjee, "Human Physiology" Medical Allied Agency.
4. Arthur C Guyton, "Text book of Medical Physiology", Prism Books Pvt. Ltd.
5. J. H. Green, "An Introduction To Human Physiology", Oxford University Press
6. Ganong's textbook of Physiology
7. Robert K Murray, Daryl K. Granner, "Harper's Biochemistry", Prentice - Hall International Inc.

[Handwritten signatures and initials at the bottom of the page, including "S.A.", "F.B.W.", "A. Khan", and "M.A."]

MHA-106: ACCOUNTING FOR MANAGERS

Course Objectives: The course will help to gain knowledge in basic accountancy, Develop capability in maintaining accounts, understand financial statements, Understand the need and importance of internal audit, Develop budgets Analyze cost, prepare break even analysis and sa - control cost, Prepare hospital rate setting (pricing) Understand the importance and apply mechanized accounting.

Course Content

Unit I Fundamentals of Accounting: evolution, significance, accounting principles, concepts & conventions, GAAP, overview of international accounting standards, accounting equation, capital and revenue, types of accounts, rules of debit and credit, journal entry, ledger and trial balance. preparation of financial statement - Trading and P & L Account and balance sheet concepts, format of P&L A/C.

Unit II balance sheet, Depreciation : SLM and WDV methods ,Concept of Inflation Accounting, Human resources Accounting,

Unit III- Introduction to cost accounting: understanding and classifying cost, elements of cost, component of total cost, classification of costs and format & preparation of cost sheet, numerical.

Unit-IV-Standard costing and variance analysis: meaning of standard cost & variance, cost variance, direct material variance, direct labor variance, sales variance and control of variance numerical, overview of zero based budgeting, **Marginal Costing-** meaning and difference between absorption costing and marginal costing, marginal cost, utility of marginal costing and its limitations. segregation of semi variable cost.

Unit V -Hospital Accounting and Financial Statement: Departmentalized Accounting, Internal Control and Internal Auditing, Trust Funds, Investment Accounting, Application of Software, Revenue and Capital Expenditure, Receipt and Payment Account, Income and Expenditure Statement Balance Sheet, Statutory Audit.

Recommended books: (Latest Editions)

1. S.N. Maheshwari, "Introduction to Accounting", Vikas Publishing House, New Delhi: III Edition,
2. S N Maheshwari, "Cost Accounting, Theory and Problems", Vikas Publications, New Delhi: III Edition
3. L. Vann Seawell, Principles of Hospital Accounting (Physicians' Record Company, Berwyn).
4. William O. Cleverley, Essentials of Healthcare Financing (An Aspen Publication, New Jersey).
5. VHAI, An Accounting Guide for Voluntary Hospitals in India (The Voluntary Health Association of India, New Delhi)

Handwritten initials: B.V. and others

Handwritten signature: M. A. and others

Handwritten signature: P. G. and others

MHA-107 INTRODUCTION TO MARKETING MANAGEMENT

Course Objective: The objectives of the course are to introduce and develop the basic principles of marketing management to the students of hospital administration. After completion of the course the student would be well versed with the principles of Marketing for their application later on.

Course Content:

Unit-I: -Introduction, Definition, Importance & scope of Marketing needs, wants, demands, customer, Conceptualizing task and Philosophies of Marketing Management, Marketing Systems and Marketing Environment. Importance of understanding consumer behavior, Cultural influence, Influence of Social class, Buying behavior, Decision making process in buying.

Unit-II: Market segmentation, benefits/purpose and limitations of market segmentation, procedure, basis for consumer market segmentation.

Unit-III: Marketing Mix-I - Conceptual understanding of Marketing of services Mix elements. Product decision - Product Concept, Product Mix, New Product Develop and Product Life Cycle.

Unit-IV: Marketing Mix-II: Pricing decision - Demand elasticity, Factors affecting pricing, pricing approaches. **Channel decision and Physical distribution-**Marketing segmentation & targetive. **Promotion decision -** Communication process, Promotion mix, Advertising, Sales Promotion, Personal Selling and Publicity.

Unit-V: Marketing of Services and Marketing for Non - Profit organization. Introduction, Difference between product & service, Paradigm of services marketing, service Mix, with special consideration with Hospital Industry, Elements of Hospital services marketing.

RECOMMENDED BOOKS: (Latest Editions)

- 1) Philip Kotler, "Principles of Marketing", Prentice Hall India
2. Rajan Saxena - Marketing Management, TMH Latest Edition.
3. Dhiraj Sharma, Marketing - Cengage Latest Edition.

BWY
g
HA

Prakash A. Desai
CA

HA

MHA-108 QUANTITATIVE TECHNIQUES

Course Objectives: The objectives of the course are to enable students to have a good understanding of quantitative techniques and to develop capability in them to use these techniques for solving the problems faced by Hospital Administrators.

Course Content:

Unit- 1: **Quantitative Technique**- Introduction, OR and QT- Nature and purpose, Area, Scope, Applications and Limitations.

Unit- 2: **Linear Programming**-Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Methods Analysis, Simplex Method, Big-M Method, Advantage and Limitations of LPP.

Unit- 3 : **Transportation Model**-Mathematical Formulations, Initial Basic Feasible Solutions, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. Degeneracy. TP as Linear Programme. Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems using Hungarian Method (Minimization and Maximization, Route Allocation).

Unit-4: **Waiting Line Models** – Introduction, Scope in Management Decisions, Queuing Models - M/M/1 (Infinite and Finite Population), Probability calculations and application of M/M/C (Infinite Population)

Unit- 5: **Network Scheduling by CPM/PERT**.-Introduction to Network ,PERT ,CPM ,Basic Steps in PERT/CPM techniques, Network Diagram representation , Determination of Critical Path, Project Crashing and Economics of Crashing ,Application of PERT/CPM techniques .

RECOMMENDED BOOKS: (Latest Editions)

- 1) Vohra – Quantitative Techniques in Management (Tata McGraw-Hill).
- 2) Kothari- Quantative Techniques (Vikas)
- 3) Taha Handy – Operation research an introduction. (Prentice-Hall)
- 4) Sharma J. K. – Operation Research (Pearson)
- 5) Kapoor V. K. – Operation research (S. Chand)

MHA-109 COMPREHENSIVE VIVA VOCE

[Handwritten signatures and initials are present at the bottom of the page, including 'Vohra', 'Kothari', 'Taha', 'Sharma', 'Kapoor', and 'MHA']

SEMESTER II

MHA-201 INTRODUCTION TO PATHOLOGY AND PSM

Course Objectives-To make the students well versed for understanding of diseases and their causes. After completion of the course the students would be oriented to Para clinical environment in the Hospital

Course Content:

PATHOLOGY-

Unit-I: Definition and scope of Pathology, Basics pathology of Acute & Chronic Inflammation, Neoplasia- Benign and malignant, Haemo-stasis and Hemorrhage,

Unit-II: Shock & Thrombosis, Basics of Immune system and its role in aetiology and prevention of Disease. Various profiles like Pyrexia, Lipid, Cardiac, Renal, Hepatic, Fertility, Obesity, Cancers & hematological etc.,

Unit-III: Principles of Blood Banking. Pathology of certain diseases- Rheumatic fever, Tuberculosis, Lung cancer, Bronchial Asthma, Nephritis, Nephritic syndrome, Renal Failure, Hyp-rtension, Coronary Heart Disease & Diabetes mellitus.

PREVENTIVE AND SOCIAL MEDICINE-

Unit- IV: Definition of PSM and scope, historical development of concept of PSM Levels of Prevention and modes of Intervention. Modes of Transmission of diseases - communicable and non-communicable diseases

Unit- V: Principles of Epidemiology Typhoid, Tuberculosis and National TB control Programme. HIV-AIDS- Transmission and Control of venereal diseases, Accidents, Hypertension, Coronary Artery Disorders, Diabetes etc.

Recommended Books. (Latest Editions)

1. Pathology Illustrated by Alasdair D T Gowan
2. K. Park "Text Book of Preventive and Social Medicine", latest Edition

Ma
Ch
GH
JK
Antar
P. L...

MHA-202 HOSPITAL OPERATION-I CLINICAL SERVICES

Course Objectives-The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital clinical services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.

Course Contents-

Unit-I Introduction--Meaning& Scope and Significance of Patient care services. OPD services with special emphasis to reduce overcrowding in OPD, Organization and administration of OPD services, Admission and Discharge, Accident and Emergency services-procedure of medico legal formalities

Unit-II Laboratory-- Radio-imaging (X-Ray, CT, MRI, PT) and Blood Bank with special emphasis on Time-Motion study to remove bottlenecks.

Unit III-- Operation Theatre- How to optimize use of OT, Scheduling and familiarization with modular concept in OT operations. ICU with emphasis on latest trends in Equipmentation, CSSD Services

Unit -IV--IPD services- Organization and administration of IPD services, Ward Management, Nursing Services, and Hospital acquired infections with latest trends in detection and controlling Rehabilitation Services,

Unit-V Miscellaneous--Billing Services, Billing procedure with introduction to on-line billing procedure, Front Office Services, m-Health services, Any other services as the latest trend.

Recommended Books: (Latest Editions)

1. Hospital operations-1 (Clinical services) by SangeethaNatarajan, Parshva publications, Sonapat (Haryana)
2. BM,Sakharkar, "Principals of Hospital Administration planning-latest edition

[Handwritten signatures and initials]

MHA -203 INTRODUCTION TO INFORMATION TECHNOLOGY

Course Objectives: This course offers a good understanding of basics of Information Technology. The students will proficiency in the use of personal computers, specifically in the use of spreadsheets and database packages will enhance. The curriculum is so designed as to provide required expertise in the use of personal computer as an effective management tool.

Course Content :

Unit-I: Introduction to Computers: Classification of computers, Components of Computer System, Introduction to High level and low level languages. Software: System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines.

Unit-II: Networks: Topology- Ring, Star, Bus, Mesh and Hybrid. LAN, WAN, MAN, CAN, SAN. Concept of data and information.

Unit-III : MS DOS, MS Word, Introduction to MS word, Basic formatting, MS Excel.

MS Word: introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes, Compare & Merge Documents, Send for Review and Comments, Troubleshooting Track Changes, Mail Merge Tool.

MS Excel: Spreadsheets and their uses in business, Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions.

Data Structures and Descriptive Statistics: Data Tables, Built-In Functions available from the AutoSum Tool, Charts, Graphs, and Tables, Pivot Tables and Charts,

Unit-IV: Internet Concept: Internet and its application in hospitals and Healthcare Sector, webpage designing by HTML, Websites & its importance for hospitals.

Unit-V: MS Power Point: Introduction to MS Power Point, Navigation, Views, Design Templates, Clip art, images, diagrams, Charts and Graphs, Drawing Tools, Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations. **Computer Security:** Introduction, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Security Awareness and Policies.

RECOMMENDED BOOKS: (Latest Editions)

1. A. Leon & A. Leon: Internet for Everyone, Leon Tech World.
2. V.K. Jain: Information Technology, Atlantis.
3. D. Anfinson & K. Quamme : Information Technology Essentials, Pearson Education.
4. P.K. Sinha: Fundamental of Computers, BPB Publishers.

[Handwritten signatures and initials at the bottom of the page]

MHA-204: HUMAN RESOURCE MANAGEMENT

Course Objectives: This course intends to develop understanding of the students of concepts, Techniques, oriel and practices of human resource management in hospital.

Course Content:

Unit-1: Elements of HRM: evolution of HRM, meaning, nature and scope, HRM functions and objectives, difference between HRM and Personnel Management, Human Resource Development in India, role of HR managers, manpower planning.

Unit-2: Job analysis: job description, job specification, Recruitment and selection, methods and procedures. Difference between recruitment and selection process.

Unit-3: Training and development: purpose, methods and issues of training and management development program, mentoring and coaching.

Unit-4: Performance and job evaluation: definition, purpose of appraisal, procedures and techniques including performance appraisal. Job evaluation: concept, methods and types.

Unit-5: Job Enrichment: promotion, transfer and 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.

Recommended books: (Latest Editions)

1. Mirza, Satyadani S., Human Resource Management.
2. Pareek, Udai and Rao T.V. Designing and Managing Human Resource Systems.
3. Rao T.V. and Pereira, D.H. Recent Experience in Human Resource Development.
4. Rao T.V. Performance Appraisal - Theory and Practice.
5. Keith Davis, Human Behaviour at Work.
6. Khandawalla, Organizational Design for Excellence.
7. Gary Dessler, Human Resource Management, Prentice-Hall of India Pvt. Ltd.

Handwritten signatures and initials:
B.K. (with a circle around it)
J
A.K.
A
Mg

MUA-205: HEALTHCARE MARKETING AND PUBLIC RELATIONS

Course Objectives: The aim of this course is to enable the participants to understand the concept of marketing and public relations, and applying them in the Healthcare organizations. At the end of the course the participants would be able to Use Social Marketing in marketing ideas and causes, which would change the behavior of target group. Practice Health Services Public Relations.

Course Content:

Unit-I: Application Of Marketing In Healthcare: Importance of Marketing to Healthcare Organizations, Challenges in Practicing Marketing In Healthcare, Industry, Marketing Intelligence, Information and Research System. Marketing Organization: Chart, Fulltime Staff and Hiring Consultants.

Unit-II: Market (Individual and Organizational) Analysis: Measurement and Forecasting: Defining Market, Measuring Current Market Demand, Forecasting Demand. Market Segmentation and Targeting: Steps in Segmentation and Targeting, Target Marketing Consumer Analysis: Consumer Buying Process, Organization Buyer Behaviour, Consumer Adoption Process.

Unit-III: Marketing Mix Decisions: Product (Service) Decisions: Nature and Characteristics of Services, Marketing Approaches to New Services Development, Service Mix Decision, Service Item Decision, Service Life Cycle Decision, Demand Generation Pricing Decisions: Pricing Objectives in Healthcare, Pricing Strategy, Present and Future Situation. Place Decisions: Major Distribution Decisions, Strengthening Referral System. Promotion Decisions: Sales Force in Healthcare Organizations, Advertising in Healthcare Industry, Sales Promotion Practices in Healthcare Organizations, Publicity Practices. Marketing Strategies: Service Portfolio Strategy, Market Expansion Strategy, Target Market Strategy, Price Quality Strategy, Competitive Positioning Strategy, Marketing Mix Strategy. Social Marketing: Steps in Social Marketing, Cognitive, Action, Behaviour and Value Changes. Public Relations:

Unit-IV: Introduction to Public Relations: Meaning of Public Relations, Classification of Public from Healthcare Marketing Perspective, Evaluation of Public Relations.

Public Relations Process: Identifying the Relevant Publics, Measuring In ages and Attitude of the Relevant Public, Establishing Image and Attitude Goals for the Key Publics, Developing Effective Public Relations Strategies, Implementing Actions and Evaluating Results.

Unit-V: Community Opinion Surveys to Assess the Image of an Organization: A Model Questionnaire used in Healthcare Services, Methodology of the Study. Public Relations Tools: Materials: Written and Audiovisual, Media: News, Events, Speeches and Telephone Information Services. Health Service Public Relations Officer: Profile of Public Relations Officer, Changing Role and Responsibilities of Health Service PRO.

Recommended books: (Latest Editions)

1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations (Prentice Hall Publication).
2. Roger Silver, Health Service Public Relations (Radeliffe Medical Press Ltd., Oxford,
3. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion (Health Administration Press)
4. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy (Prism Books Pvt. Ltd., Bangalore,

MHA-206 FINANCIAL MANAGEMENT

Course Objective The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.

Course Content:

Unit-I: Financial Management Finance Function: aims of finance function financial management goals of financial management financial decisions Relationship of Finance with other disciplines viz. Economics, Accounting & others. Scope of Financial Management. Functions of Financial Management.

Unit-II: Time Value of Money: Introduction, Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present value of a Single Cash Flow, Multiple Flows and Annuity.

Unit-III: Leverage Analysis: Introduction, Operating, Financial and Combined Leverage, Relationship of Leverage with Capital Structure, EBIT EBT EPS analysis, leverage problems.

Unit-IV: Current Assets Management: Working Capital Management: meaning, concept, types, need and importance of a working capital, determinants of working capital requirement, Operating cycle approach to working capital, Computation of Working Capital. Financing Current Assets; behavior of current assets and pattern of financing. Current Assets Management: Management of Cash Introduction, Motives for holding cash, Objectives of Cash Management, ~~cash forecasting and preparing cash budgets, Cash Management Techniques~~ Current Assets Management: Receivables Management: Introduction & Objectives, Cost & Benefits of maintaining receivables, credit policy variables (credit standards, credit Analysis), Credit Terms, Collection Policies

Unit-V: Inventory Management: Inventory Management Introduction, Objectives, Cost & Benefits associated with Inventory, nature of inventory and its role in working capital, Importance of Inventory Management, inventory management techniques

RECOMMENDED BOOKS: (Latest Editions)

1. M.Y. Khan & P.K. Jain, "Financial Management", Delhi: Tata McGraw Hill, 4TH Edition
2. Prasanna Chandra, "Financial Management", New Delhi: Tata McGraw Hill,
3. S.C. Kuchhal, "Financial Management", Allahabad: Chatanya Pub. House,
4. V. K. Bhalla, "Working Capital Management", Anmol Publication, New Delhi,
5. Sharma Trilochan, Financial Management, Rishabh Publication, Delhi.

[Handwritten signatures and initials are present at the bottom of the page, including 'B. K. J.', 'A. K.', 'M. K.', 'A. K.', and 'A. K.']

MHA-207 INTRODUCTION TO PHARMACOLOGY AND FORENSIC MEDICINE

Course Objectives- This course intends to develop understanding of the students of concepts of paraclinical subjects to understand and develop pharmacology, forensic medicine and toxicology.

Course Content:

UNIT I: PHARMACOLOGY:

UNIT-I. General pharmacology--Drug-Definition, Sources, Nomenclature, Drug laws, sources of Drug information. Dosage forms of drugs, Routes of drug administration. Drug absorption, Distribution, Half life of drugs, Bio-availability, fixed dose combinations. Drug poisoning and its management.

UNIT-II Pharmacology of - Sympathomimetic Drugs, General anesthetics, Local anesthetics, Analgesics- Narcotic and Non-steroidal anti-inflammatory agents, Corticosteroids, Anti-diabetic drugs, Thrombolytic & Fibrinolytic agents, Diuretics, Anti-cancer drugs, Anti-muscarinic and Neuro-muscular blockers etc. Chemotherapeutic agents-- General principles, Penicillin, Fluoroquinolones, Antifungal agents, Antiviral agents.

UNIT-III Drug therapy of certain diseases--Epilepsy, Bronchial asthma, Acid-Peptic diseases, Angina pectoris, Hypertension, Anxiety and Insomnia, Shock.

UNIT-IV Legal procedure - Definition- Court and their Jurisdiction, Inquest, Summons, Certificate, Dying declaration, dying deposition. Post Mortem Examination-Death in a medico legal aspect, Sexual offence - Rape Insanity and its Medico legal Aspect.

UNIT-V Toxicology- General Management of poisons and management of certain poisonings like Corrosive, organo-chlorine and organophosphates poisoning, snake bite, Dhatura poisoning, Sulphas poisoning etc.

RECOMMENDED BOOKS: (Latest Editions)

1. Essentials of Medical Pharmacology, K.D. Tripathi, Jaypee publications;
2. Pharmacology and Pharmacotherapeutics R.S. Satoskar, S.D.
3. Goodman and Gillman's pharmacology
4. Modi's Book of Forensic Medicine and toxicology

[Handwritten signatures and initials at the bottom of the page]

MHA-208 HOSPITAL PLANNING

Course Objective: The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals. The students can gain and understand of the events which occur in day to day working of health care organizations. Students are expected to develop a diagnostic and problem solving approach.

Course Contents:

Unit-I: Hospital Planning: Planning as a management function, Hospital Planning - Meaning & scope, steps of hospital planning from idea to inauguration of hospital, Concept of building a Hospital - Availability of Finance & land Feasibility Studies catchments area and demand analysis, Site Surveys--- Physical environment, possibility for expansion; utilities-water-electricity sewer, lines, telephones transportation etc.

Unit-II: Guiding principles in planning Hospital facilities & services: Planning of type, size and facilities for Hospital, Facility Master Plan, Design (Internal & External Aspects), Design team—role and criteria for the choice of Architect, role of Engineers and hospital administrator in hospital planning and designing In the planning stages; preliminary sketches; final plans, working; drawing; specification; construction problems and contract modifications

Unit-III: Planning for Equipmentation: preparing equipment list for the new hospital-Built in equipment, Non-expendable/ imported, Expendable equipment, Capital equipments.

Unit-IV: Role of Administration:Role of Administration in Building a Hospital Planning of Specified Hospitals---1000 bed hospital teaching or general/ 500 bed hospital/ 200 bed hospital/ Special hospitals-Primary Health Centre and community Health Centre. Alteration and addition in and existing hospital planning the maintenance department, Engineer's office, Workshop of various types.

Unit-V: Concept and role of Hospital Consultancy: Hospital Policies & other guidelines, Planning for Research & Education facilities, Future Expansion Plans, Accreditation Planning, Recent trends in hospital planning, Pros and cons of Modular structures, WHO Standards and Recommendations, National & International Standards

Recommended books: (Latest Editions)

1. Hospital Planning and Management by McCaullay,
2. Kunders-Hospital planning
3. Tablish-A book on Hospital planning
4. and Shakti Gupta.-reference book on Hospital planning

MHA-209 COMPREHENSIVE VIVA VOCE

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

SEMESTER-III

MHA-301: STRATEGIC MANAGEMENT IN HEALTHCARE

Course Objectives

The objectives of this course are to enable students to have a good understanding of statistical tools and to develop capability in them to use these techniques for solving the problems faced by Hospital Administration. As with the concepts and Business Research the students will be able to plan, design and carry out business research using scientific methods and prepare research reports(s) / papers(s).

Course Content-

Unit-I: Nature of Strategic Management: Dynamic environment in health care/ strategic management in health care industry/ strategic planning and strategy/Thinking map of strategic planning process in healthcare organizations/Situational analysis Benefits of strategic planning and mgmt./hierarchy of strategies.

Unit-II: Understanding and Analyzing the External Environment: External nature of strategic management goals and, limitations of environmental analysis, Components of General and Healthcare environment/Process of external environmental analysis

Unit-III: Service Area Competitor Analysis: Purpose of competitor's analysis Service Area competitor analysis.

Unit-IV: Internal Environmental Analysis/Competitive Advantage: Value chain in healthcare, Components of value chain, Strategic thinking map and steps.

Directional Strategies: Mission, Vision, Values and strategic goals.

Developing Strategic Alternatives: Decision logic and strategic thinking map for strategy formulation.

Unit-V: Evaluation of Alternative and Strategic Choice: TOWS matrix, PLC analysis, BCG Portfolio analysis, Space matrix. **Strategic Implementation:** Implementing Strategy through value adding service delivery & their supporting strategies, implementing strategy through Unit Action Plans.

RECOMMENDED BOOKS: (Latest Editions)

1. Kazmi Azhar – Business Policy and Strategic Management (Tata McGraw Hill,
2. Cliff Bowman – Business Policy and Strategy (Prentice Hall of India)
3. Lawrence R. Jauch, Glueck William F. – Business Policy and Strategic Management (Frank Brothers)

Handwritten signatures and initials:
A circle with 'MHA' inside, 'G', 'MHA', 'W.W.', 'MHA', and 'MHA'.

MHA-302: HEALTH INSURANCE

Course Objective: To familiarize the participants with concept of health insurance, its scope and applicability. After completing this course the student would be appreciating the importance and application of Health Insurance.

Course Content:

Unit-I: Health Insurance for Individual & Group: Standard/Individual, Floater, Critical illness, Cancer Insurance, Group Health insurance, Cradle care insurance, Road safety Insurance. Coverage's, Exclusions, limitations, terms & conditions, Role of Third Party Administrator for settlement of claim.

Unit-II: Special problems in Health Insurance: Adverse selection, moral hazard, co-variate risks, information gap problems; **Mediclaim Scheme:** Premium, Penetration, Problem in Coverage.

Unit-III: Insurances for Hospital/ Medical establishments: Health Insurance: Uni-Heart care insurance, Trauma care group insurance, Coverage's, Exclusions, limitations, terms & conditions.

Unit-IV: Liability Insurance: Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors, Medical establishments and Liability insurance for hospitals, Coverages, Exclusions, limitations, terms & conditions

Unit-V: Contemporary issues in Health Insurance: Foreign investment in Indian Insurance Sector, Insurance sector and supervisory approaches; Changing market structure and emerging opportunities, reforms and emerging economic environment for Health Insurance.

Recommended books: (Latest Editions)

1. William S. Stenens: Health Insurance - Current Issues and Background, Nova Science Publishers.
2. M.N. Mishra and S.B. Mishra: Insurance - Principles and Practice, Sultan Chand and Sons.
3. T. Mahudran: Health Insurance Sector in India, Abhijit Publications.
4. Tom Sorell (ed.): Health Care, Ethics and Insurance, Routledge publications.
5. Emmett J. Vaughan & Theresa Vaughan: Fundamentals of Risk and Insurance, Wiley India.
6. P.S. Palande, R.S. Shah and M L Lunawat: Insurance in India - Changing Polices and Emerging Opportunities, Sag Publications.
7. K. C. Mishra and G. E. Thomas: General Insurance - Principles and Practices, Cengage Learning.

MHA-303: MANAGEMENT INFORMATION SYSTEMS FOR HOSPITAL

Course Objectives: The subject is to acquaint the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case study shall be discussed on the classrooms.

Course Content:

Unit-1: The meaning and use MIS systems: View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, Systems Approach in Planning Organizing and Controlling MIS.

Unit -2: Planning Implementation and controlling of Management information systems- Management of Medical Records Department (manual & computerized),

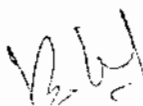
Unit-3: Fundamentals of data processing computer operations of manual information systems, components of computer systems, flow chart, conversions of manual to computer based systems, computer systems Application software, Telecommunication Modem.

Unit -4: Management Decision Making: Characteristics and components of Decision support systems.

Unit-5: Systems Design: Systems design consideration, input/output design, forms design file organization and database, data management, file design, control and security. Hospital equipment system & its challenges, DFD & ER diagram, CASE Tools.

Recommended books: (Latest Editions)

1. Robert G. Murdick, Information Systems for Modern Management, New Delhi.
2. Godzdam B. Davis and Margrathe, Management information systems.



MHA-304: BUSINESS AND LABOUR LAW

Course Objective: This course intends to familiarize and develop understanding of the students of the legal Environment and regulations of statutory bodies prevalent in the healthcare sector.

Course Content:

Unit-I: The Indian Contract Act, 1872: Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts.

Unit-II: The Sale of Goods Act. 1930: Formation of a Sales Contract.

Unit-III: The Negotiable Instrument Act, 1881: Nature and Types, Negotiation and Assignment, Holder in Due Course, Dishonor and Discharge an Negotiable Instruments.

Unit-IV: The Companies Act, 1956: Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up. Consumer Protection Act: Consumer Rights, Exploitation of Consumer, Consumer Protection. Utility of Consumerism.

Unit -V : Hospital as an industry; unrest in hospitals; dispute settlement mechanism; arbitrates, conciliations and adjudication of disputes Industrial Employment Act, 1946; ESI act, 1948; Payment of Wages Act, 1936; Industrial Disputes Act, 1947. Minimum Wages Act, 1948; Payment of Wages Act, 1936.

Recommended books: (Latest Editions)

1. Kapoor, N.D; 2004: Mercantile Law – Sultan Chand & Sons: New Delhi
2. Industrial Disputes Act and Indian Companies Act.
3. Indian Medical Council Act.
4. Delhi and NCR Private Medical Care (Establishment, registration and regulation Act).
5. PNDT Act.
6. Drugs and Cosmetics Act.

[Handwritten signatures and initials]

gr
1264
Mg

MHA-305 : SOCIAL AND CLINICAL PSYCHOLOGY

Course Objectives: The objective of the course is to enable students to have good understandings of social and clinical psychology and to develop capability in them to use this understanding solving the patient related problems faced by Hospital Administrators.

Course Content:

Unit-I: Social and Clinical Psychology: Definition, Nature of Social, Psychology. Clinical Psychology: - Concept and History of Clinical Psychology; Orienting assumptions and perspectives.

Unit-II: Social Perception: Non-Verbal Communication, Theories of Attribution, Impression formation and Impression Management.

Unit-III: Nature of Mental Health: Concepts of Normality and Pathology, Models of Mental Health Interventions. Understanding Social Groups

Unit-IV: Psychotherapy: Concepts & Therapeutic Process. Psychoanalysis, Behavior Therapy, Family Therapy, Group Psychotherapy.

Unit-V: Social Influence & Community Psychology: Conformity, Compliance and Obedience. Principles and Field of Community Psychology.

Text Readings: (Latest Editions)

1. Margan C.T. King, R.A. Weisz J.R. & Sehoper J.: "Introduction to Psychology" New York: McGraw- Hill Book Company.
2. Krech D. Centehfield R.S. & Ballachay E. "Individual in Society" London: McGraw - Hill Book Company.
3. Coleman J.C.- "Abnormal Psychology and Modern life" Scott toresman and Company.
4. Karchin S.J. - "Modern Clinical Psychology" New York: Basic Books Inc.
5. Dadson G.C. & Neale J.M.-"Abnormal Psychology" New York; Johan Welery and Sons.
6. Baron, Social Psychology, Pearson,
8. Myers, Social Psychology. TMH,

Handwritten signatures and initials:
Zuh
AA
Ruf
Kant
Ch
A. Qureshi

MHA-306 HOSPITAL OPERATIONS –II SUPPORTIVE SERVICES

Course Objective: - The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.

Course Content-

Unit-I: Introduction, Meaning of supportive services, Scope and role. Nutrition and Dietetic service Medical Record Department including EMR. Electric supply, water supply plumbing and Sanitation. Medical gas supply and pipelines

Unit-II: HVAC systems Bio-medical engineering department with recent trends. Laundry Services. Housekeeping services-use of new microfibers and steam paper appliances for cleaning of walls, SIO2 liquid spray for glass cleaning. Case Study

Unit-III: Mortuary and transportations services special study carried out for 300 and 500 bedded hospital for provision of maintenance expenses. Hospital administration during Disasters – organizing a practical drill. Engineering services and radiology hazards.

Unit- IV: Latest Trends in supportive services. Communications Systems. Hospital engineering and Maintenance. Pharmacy Services.

Unit-V: Cost containment Measures in hospital Operations. Conservation of Energy Study of conventions methods with orientations, to the concept of green hospitals, Use of solar energy fixed and movable solar energy.

CASE STUDY in reference to 300 and 500 bedded hospital for energy Audit.

RECOMMENDED BOOKS (Latest Editions)

1. Hospital operations-II- by Sangeeta Natarajan.
2. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

[Handwritten signatures and initials]

MHA-307: RESEARCH METHODOLOGY & ANALYSES

Unit-I: Course Objectives: Concept of research, application of research in health care system, marketing information system.

Unit-II: Research Planning Process: Planning of a Research project, problem identification, formulation of Research objective, Hypothesis and Research Design.

Unit-III: Data Collection: Introduction to sampling, probability and non-probability sampling techniques. Attitude Measurement. Data collection techniques: Observation, Questionnaire and interview technique, scaling methods.

Unit-IV: Data Analysis : Data processing and Tabulation, Data Analysis Tools and techniques: Measures of central tendency, measures of dispersion, correlation, regression, test of significance; t-and z-test, f-test concept of cluster analysis, introduction to statistical package.

Unit-V: Report writing and presentation: Research report format, types of research report, guidelines for writing a research report, evaluation of research report, practical problem, solving & presentation.

Recommended Books: (Latest Editions)

1. Beri - Business Statistics
2. Chandan J S - Statistics for Business and Economics
3. Render and Stair Jr - Quantitative Analysis for Management
4. Sharma J K - Business Statistics (Pearson Education).
5. Gupta C B, Gupta V - An Introduction to Statistical Methods
6. Levin Rubin - Statistics for Management.
7. Cooper and Schneider, Business Research Methods.
8. Zikmund, Business Research Methods.

gn

P. K.

SP

V. K.

R. K.

R. K.

AK

MA

MHA-308 INTRODUCTION TO CLINICAL DISCIPLINES

COURSE OBJECTIVES- To make the student well versed for understanding Etio-pathology & related aspects, Pathogenesis, Provisional Diagnosis, Related Investigations, and Ruling out of suspected diseases and Management

COURSE CONTENTS-

Unit -1: MEDICINE: Definition and scope of Medicine, Medicine approach to a patient History of medicine. Principles of Medicine Tropical Diseases and Current health problems in the country, with special reference to current trends in prevention & cure with emphasis on following diseases at least: Malaria, amoebiasis, worms, filaria, dengue, chikungunya, herpes, chicken pox, measles, HIV-AIDS, cholera, typhoid, Parkinsonism, Epilepsy, Angina pectoris, Hypertension and Coronary artery disorder, Cerebro-vascular accidents

Unit -2: SURGERY: Definition and scope of Surgery, Concepts like day-care surgery, plastic Surgery, robotic surgery, Neurosurgery, Cardiothoracic Surgery. Surgical Treatment of Common Conditions like Appendicitis, Cholecystitis, Pancreatitis, Renal Stones, Lung Cancer, CABG and Heart transplantation, Total and partial hip replacements, Kidney and liver transplants

Unit -3 GYNAEC and OBSTETRICS: Structure And Function of Female Reproductive System. Infertility, Uterine Tumors and Cancers, Hysterectomy, Normal and Abnormal Delivery Caesarian Section

Unit -4: Eye: Structure and Function of Eye, Refractive Errors, Infections, Cataract and Glaucoma, eye donation and corneal transplants, Laser use in eye surgery.

Unit -5: E.N.T.: Structure And Function of Ear Nose And Throat and Diseases like Otitis media, Nasal polyp, DNS, Tonsillitis and other Related Problems

Recommended Books: (Latest Editions)

1. Text book of Medicine by: Aspi .F. Golwala
2. Davidson's Text book of Medicine
3. Text Book of surgery-love and belly

MHA-309 COMPREHENSIVE VIVA VOCE

[Handwritten signatures and initials at the bottom of the page]

SEMESTER – IV

MHA – 401: HEALTH ENVIRONMENT

Course Objective: The aim of this course is to enable the student to understand the demography, community health and epidemiology as foundations of healthcare planning. At the end of the course the students would be able to interpret population structure, the factors influencing population growth and the impact of population explosion on health, understand the influences of social, cultural and environmental factors on health and disease, Create awareness of the origin and evolution in the field of community / public health.

Course Contents:

Unit-I: Demography: Demographic Cycle, World Population Trend Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population Density, Family size, Urbanization, Literacy, and Life Expectancy.

Unit-II: Family Planning: Fertility and Fertility Related Statistics, Family Planning, Population Policy, National Demographic Goals.

Unit-III: Epidemiology: Concept of Disease Epidemiological, Triad, Concepts of Control and Prevention Principles of Epidemiology: Components, Measurements, Prevalence and Incidence, Epidemiologic Methods: Descriptive, Analytical and Experimental Studies, Uses of Epidemiology.

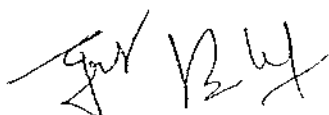
Unit-IV: Community Health: Community Diagnosis and Treatment, Communicable and Non-communicable Diseases

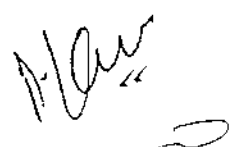
Unit-V: National and International Health: National Health Programmes in India, International Health: WHO and Other United Nations Agencies

Recommended Books: (Latest Editions)

1. K. Park, Textbook of Preventive and social Medicine (M/S BanarsidasBhanot Publishers, Jabalpur),
2. B.K. Mahajan and M.C. Gupta, Textbook of Prevention and Social Medicine (Jaypee Medical Publishers, P.Ltd, New Delhi),
3. VHAI State of India Health- (VHAI, New Delhi).









MHA-402: MANAGEMENT OF QUALITY

Course Objectives: The course will help to understand managing quality as an institutional philosophy in Healthcare organizations, the process of cultural change will emphasis on leadership commitment, Training, Managing Change, Team Work and Communication.

Course Content:

Unit-1: Fundamentals of Quality: History, Need and Importance of Quality Management, Core Values, Concepts and Models, Dimensions of Quality, Principles of Quality Management – Structure, Process and Outcome, Quality Vs Productivity Vs Profitability, Cost of conformance and non-conformance to Quality, Major Components of Quality, Quality Management Process, Customer Focus, Process Focus, Quality Measurement and Statistical Report at all Levels.

Unit-2: Quality Foundation, Tools and Techniques: Leadership, Team, Communication, Problem Solving, Managing Time, Tools and Techniques, Flow Charts, Cause and Effect Diagram, Pareto Diagram.

Unit-3: Healthcare Quality: Quality/Customer Service, Core Service and Delivery of Service, Caring Service, Stress, Satisfaction and Delight, Quality Indicators of Patients Satisfaction, Clinical Quality, Admission, Follow Up and Community Care, Measuring Quality, Setting Objectives and Agreeing upon standards. Feedback: Customer, Staff, Suppliers etc., Quality Audit and Review Techniques.

Unit-4: Organization Roles in Quality: Quality Policy – Commitment to Patient and Staff, Code of Conduct for Health Professionals, Job Description of Quality Manager, Quality Screening Committee, Quality Council, Quality Teams, Task Force, Quality Circle, Obstacles to Practice Quality.

Unit-5: Total Quality Management-concept, models, Kaizen, Zero, JIT, Preparation of Healthcare organization for TQM implementation, SIX SIGMA in healthcare. ISO Certification, Hospital Accreditation – NABH, and JCI, Quality Award Scheme,

Recommended books: (Latest Editions)

1. Wilson CRM, Hospital Wide Quality Assurance (Saunders, Ontario).
2. Hugu C.H. Kogh, Total Quality Management in Health Care (Longman Publication)
3. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book (Edward Arnold, London)
4. Edward W. Deming, Out of the Crisis (Cambridge University Press, Cambridge).
5. Richard Smith (ed) Audit in Action (British Medical Journal, London)
6. Helga Drummond, The TQM Movement – What Total Quality Management is Really All About (UBSPD, New Delhi).
7. Total Quality Management-Suri and Puja Sharma biztar.tra

MHA-403: ENTREPRENEURSHIP

Course Objectives: The objective of the course is to acquaint the students with Entrepreneurship and its relevance to managerial decision making.

Course Content

Unit-I: Entrepreneur: Concept, Nature, Definition, Characteristics, Function, Kinds, Role, Difference between Entrepreneur and Manager. **Entrepreneurship:** Concept, Nature, Characteristics, Functions, Kinds, Role of Entrepreneurship in Developing of Economy, Ethical Dimensions.

Unit-II: Theories of Entrepreneurship: Innovative theory, Theory of Social change, Theory of model personality. **Entrepreneurial Environment:** Political, Technical, Social, Economical, Cultural and International.

Unit-III: Women Entrepreneur: Nature, Definition Features, Indian perspective, Govt. Policy Support, Environment, Challenges & Strategies for empowerment. **Entrepreneurship Strategies & Policies:** Need and type of business strategies, Concept of Entrepreneurial strategies, Need for effective Entrepreneurial policy, Factors governing entrepreneurial competencies.

Unit-IV: Choice of Organization: Sole Proprietorship, Partnership, Joint Stock co. Co-operative. **Strategic Management in Small Business Enterprises:** Strategies for Growth, Stability, Merger, Diversification, Acquisition, Joint Venture, New Frontiers of Entrepreneurship.

Unit-V: Intrapreneurs: Concept, Features, rationale, distinction with Entrepreneurship, factors of success.

Institutes supporting small business enterprises – Central level, State level, others.

Recommended books: (Latest Editions)

1. M.B. Shukla, Entrepreneurship & Small Business Management. (Kitab Mahal.)
2. Poornima m Charantimath Entrepreneurship development Small Business Enterprises. (Pearson education India)
3. Entrepreneurship Development – R.K. Suri., (McGraw Hill Education)

[Handwritten signatures and initials are present at the bottom of the page, including 'gw', 'Bul', 'M. Anwar', 'A', and 'MHA']

MHA-404 REGULATIONS FOR HOSPITALS

Course Objectives: To acquaint the students with existing and changing laws, bills and guidelines regulating hospital industry so that as hospital administrators could manage the industry with legal compliance regulating quality and pricing of hospital services in India. To enable them to develop the right perspective of this delicate responsibility to deal with Hospital Administration in a constructive manner.

Course Contents:

Unit-I: Periodic Regulatory Requirements In Hospitals- Licenses and certificates required for hospitals. Periodic reports and returns for hospitals as a legal commitment like registration of births and deaths report, Annual income tax return, radiologist and ultrasound registered under PNDT Act etc. Law and ethics: meaning, concepts, principles. Laws pertaining to health: Central Births and Death Registration Act, 1969, MTP Act, 1971.

Unit-II: Transplantation of Human Organs Act, 1994, Medical negligence, medico legal case, euthanasia (mercy killing), Laws pertaining to manufacture and sales of drugs: Drugs and Cosmetics Act, 1940; Pharmacy Act, 1948;

Unit-III: Hospital Acts: M. P. Nursing Home Act, 1972 (6) Clinical Establishment Act, 2010(8) Similar Legislations in Other States: Delhi nursing Home registration act, 1953, The Andhra Pradesh Allopathic Private Medical Care Establishments (Registration and Regulation) Rules, 2007, Bombay Nursing Homes Registration Act, 1949, Chhattisgarh nursing home rules, 2013, Chhattisgarh Nursing Home & Health Care Establishment Act, 2007

Unit-IV: defenses available to hospitals and medical staff, tortious liability and vicarious liability. Legal remedies available to patients, remedies under Consumer Protection Act, 1986.

Unit-V: Legal implications related to establishment and maintenance of Blood Bank. Legal implications related to ultra-sonography: PNDT Act, Legal implications related to radio-diagnostic installations, BARC GUIDELINES FOR ESTABLISHMENT OF RADIODIAGNOSTIC UNITS,

Recommended Books: (Latest Editions)

1. Law & Ethics in Nursing & Health Care, Nelson Throne
2. Law and Medical Profession - Eastern Law Book Co.
3. Bare Acts -

gpr
Bby
hambata
P. Kumar
AK
MA

MHA-405: WAGE AND SALARY ADMINISTRATION

Course Objectives: The objectives of this course are to familiarize the students with the dynamic of wage and salary administration and current trends in India.

Course Content:

Unit-I: Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay / skill based pay, Factors affecting wages.

Unit-II: Incentive Plans: Individual and Group Incentive plans, Productivity Gain Sharing plans, Profit Sharing Plans, Non – Financial incentives and Financial Incentives, Measuring Cost to company (CTC).

Unit-III: Employee Benefits: Supplemented Pay benefits (Pay for time not worked), Insurance benefit, Retirement benefits, Employee's service benefit's, ESOP's, Flexible benefits and Benefit Survey's.

Unit-IV: Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948, Payment of wages Act 1948, Payment of Bonus Act 1965.

Unit -V: Current in Compensation and Reward Management.

Recommended books: (Latest Editions)

1. Garry Dessler, "Personnel/Human Resource Management", London, Prentice Hall,
2. William B. Werther Jr. and Keith Davis "Human Resource Management", New Jersey: McGraw Hill.

[Handwritten signatures and initials: "G", "Werther", "M", "A", "B", "S"]

MHA-406: HEALTH ECONOMICS

Course Objectives: This is an introductory course that examines the application of economic principles to Policy-relevant questions in the arena of health and health care. The course will help to improve the decision making process in health sector.

Course Content

Unit -I- Introduction to Economics and Health economics-

- a) Definition of Economics, Why study Economics? The scope of Economics, The method of Economics
- b) Introduction to Health Economics: Definition, Healthcare and Principles of Economics, Ten important concepts of Economics, Nature of Medical care as commodity, Structure of Health Economics.

Unit II- Analyzing Medical Care Market: Cost of Care, Access to Care, Medical Outcomes, Competitive Markets Model, Market Failure in Medical Markets. **Market for Hospital Services:** For-profit and Not-for-profit hospital, Alternative Models of Hospital Behavior, Trend towards Multi hospital Systems

Unit -III- Demand for Health & Medical Care: Production of health, Measure of Health Status, determinants of Health Status, Medical Care as an Investment, Factors influence demand, Measuring demand- elasticity, Health care financing in India-including FDI in healthcare, FDI in medical device industry in India. Supply Side Consideration: Market for Health Care profession- the market for Physicians, Services, Models of Physicians Behavior

Unit- IV-Confounding Factors- SALT

- a) Socio Cultural Considerations: Drug Abuse, Tobacco and Alcohols use, AIDS
- b) Ageing of Population: Medical Care costs for elderly
- c) Technology in Healthcare: Diffusion in new technology, the case of organ transplantation

Unit- V- Miscellaneous--Medical care Systems Worldwide: Canada, France, Germany, Japan, U.K. NHS, International Comparison, Economics of medical tourism and Health Insurance

Recommended Books- (Latest Editions)

1. Principles of Economics- Karl E. Case and Ray. C. Fair (Pearson education)
2. Health Economics and Policy- James Henderson (Thomson Publication)

[Handwritten signatures and initials at the bottom of the page, including "B.U.", "A. Kumar", and "M.A."]

MHA-407:- MATERIAL MANAGEMENT

Course Objectives: The purpose of this course is to learn the specific methods of materials planning, purchasing, processing, stocking and dispensing including equipment purchasing and maintenance. The general objective are to understand the general principles of materials management, To apply the principles and practice of purchasing, To learn ethical and legal aspects of materials management, To apply MIS for materials management, To learn the principles and practice of equipment purchasing and maintenance.

Course Content:

Unit-1 Materials Management: Introduction, Definition and Function, Goals and Objectives of Materials Management, Materials Cycle, Functions of Materials Manager, Problems and Issues in Hospitals, Information Systems for Materials Management.

Unit-2: Purchasing: Purchasing Objectives and Elements of Purchasing, Purchasing System, Purchasing Cycle Purchase Procedures, Legal and Ethical Aspects, Conditions of Contract, Financial Rules, Arbitration.

Unit-3: Equipment Purchase and Maintenance: Planning and Selection of Equipment related to health care & hospital equipment, Import of Equipment, Equipment Utilization and Operation, Equipment Repair and Maintenance, Equipment Audit.

Unit-4: Inspection, Storage and Distribution of Materials: Planning Consideration of Stores, Inspection and Verification of Materials, Storage of Materials, Distribution of Materials, Condemnation and Disposal

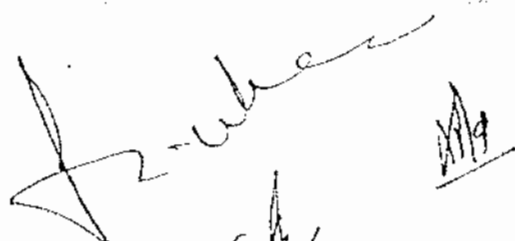
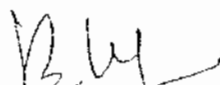
Unit-5: Scientific Inventory Management: Codification and Standardization, Value Analysis, Inventory Control, Lead Time, Safety Stock and Reorder Level, Economic Order Quantity (EOQ), Selective Controls, Case Studies on Inventory Control. Use of MIS in all the units.

Recommended Books: (Latest Editions)

1. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach (Jaypee Publications, New Delhi, India).
2. WHO, maintenance repair of laboratory, Diagnostic, Imaging and Hospital Equipment (WHO, Geneva).
3. Muriel Skeet and David Fear, Care and Safe use of Hospital Equipment (VSO, UK).
4. P. Gopala Krishnan and M. Sundaresan, materials management: An Integrated Approach (Preventive- Hall Of India Pvt. Ltd. New Delhi)

MHA-408 MAJOR RESEARCH PROJECT

MHA-409: COMPREHENSIVE VIVA-VOCE



BHI 404: FUNDAMENTAL OF FINANCIAL MANAGEMENT

Course Objective: The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.

COURSE CONTENT

UNIT I: Financial Management--function of financial management, Objectives of financial Management. Relationship of finance with other disciplines viz Economics, Accounting & others. Role of Finance Manager.

UNIT II: Concept & measurement of cost of capital Introduction, Concept, Definition & Importance, Assumptions, Cost Of Debt, Cost Of Preference, Cost Of Equity, Cost Of Capital.

UNIT III: Capital structure, Cost of capital & valuation. Introduction, Concept & Definitions, Capital Structure Theories- assumptions, Valuation of Firms- NI Approach & NOI Approach, Optimum Capital Structure, MM Approach- Basic Propositions, Assumptions & Limitations, Designing Capital Structure- EBIT- EPS Analysis.

UNIT IV: Time Value of Money: Introduction, Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present value of a Single Cash Flow, Multiple Flows and Annuity. **LEVERAGE ANALYSIS:** Introduction, Operating, Financial and Combined Leverage, Relationship of Leverage with Capital Structure, EBIT EBT EPS analysis, leverage problems.

UNIT V: Determinants of dividend policy Introduction & Rationale, factors determining Dividend Policy, Cash Dividend Vs. Stock Dividend, Legal, Procedural & Tax Aspects recent issues in financial management.

Recommended Books:

1. M.Y.Khan & P.K.Jain, "Financial Management", Delhi: TMH 2009.
2. I.M.Pandey, "Financial Management", Vikas Publication House, 2009.
3. R.P.Rustogi, "Financial Management", Galgotia Publication, Reprint 2009.
4. Pradip Kumar Sinha Financial Management, Excel Books, New Delhi

[Handwritten signatures and initials are present at the bottom of the page, including "BKH", "AK", "ASU", and "AKG".]

BH1 - 405: MEDICAL LAWS

Course Objective: The aim of the course is to enable students to have an understanding of all those laws which are applicable on health care delivery systems and hospital and a good understanding of medical ethics.

COURSE CONTENT :

Unit I: Law In Medical Practice: General Provision governing acts of Health care providers Act not intended to cause death. Done by consent in good faith for person's benefit, "Good Faith", Accident in doing a lawful act, Consent known to be given under fear or misconception, Act done in good faith for benefit of a person without consent, Provision governing non-therapeutic acts Act not intended and not known to be likely to cause death or grievous hurt, done by consent,

Unit II: Grievous hurt Negligence. Act endangering life or personal Safety of others. Causing hurt by act endangering life or personal safety of others. Causing grievous hurt by act endangering life or personal safety of others. Causing death by negligence. Negligent act likely to spread infection of disease dangerous to life, Negligent act likely to spread infection of disease dangerous to life. Malignant act likely to spread infection of disease dangerous to life.

Unit III : Confidentiality as ethics Confidentiality as legal duty Protection of life and personal liberty, Indian Evidence Act. Sec.-126 Professional Tort reforms negligent act likely to spread infection of disease dangerous to life. Malignant act likely to spread infection of disease dangerous to life, Criminal negligence and IPC 304-A. Consumer protections Act.

Unit IV: Indian Medical Council Act, Drugs and Cosmetic Act, Medical Termination of Pregnancy Act, Transplantation of Human Organs Act, Atomic Energy Act, Indian Medical Degrees Act, Epidemic Diseases Act.

Unit V: Biomedical Waste Management Rules, Drugs, and Magic Remedies (Objectionable Advertisement Act). Dangerous Machines Act, Insecticides Act-1968, Artificial insemination :- AID, AIH, IVF, Regulation of Blood & Blood products. HIV-AIDS and related Rights of the Unborn

Recommended Books:

1. Medical Laws Universal Law Publishing Gurgaon Haryana India

[Handwritten signatures and initials are present in this section, including a large signature that appears to be 'Raj' and several other initials.]

BHI-406: SYSTEMS ANALYSIS AND DESIGNS

Course Objective: The objective of this course is to help students to understand the basics of Information Systems, and issues related to Design and Development of Information Systems.

COURSE CONTENT

Unit-I: Introduction to Information Systems: Definition, Information Systems and Society, Information Systems and Organization, Technological Versus Behavioural Aspects, A Framework for Managerial End Users, System Concepts, A Business as a System, Information Processing Concepts, Information Systems Concepts.

Unit-II: System Concepts and The Information Systems Environment : The Systems Concept: Definition, Characteristics of a System, Central Objective, Elements of a System, Types of Systems.

Unit-III: The Systems Development Life Cycle: The SDLC –Recognition of Need, Feasibility Study, Analysis, Design, Implementation, and Considerations for Candidate Systems and The Role of System Analyst.

Unit-IV: System Analysis: System Planning and Initial Investigation, Information Gathering, The Tools of Structured Analysis - DFDs, Data dictionary, Decision Trees, and Decision Tables, Feasibility Study, and Cost/Benefit Analysis.

Unit-V: System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Programme Design, Design of Online Dialogue, Data Models, IPO, and HIPO.

Recommended Books:

1. James A. O'Brien, "Management Information Systems", Galgotia Publications Pvt. Ltd., New Delhi, 1996
2. Elias M. Awad, "System Analysis and Design", Galgotia Publishing Pvt. Ltd., New Delhi, 2001
3. James A Senn, "Analysis and Design of Information Systems",
4. McGraw-Hill Publishing Company, New Delhi, 1998
5. Muncesh Kumar, "Business Information Systems", Vikas Publishing House Pvt. Ltd., New Delhi, 1999
6. Kenneth C. Laudon & Jane P. Laudon, "Management.

LHI 407 MINOR RESEARCH PROJECT

BHI - 408 COMPREHENSIVE VIVA VOCE

SEMESTER -V

BHI 501-INTRODUCTION TO PHARMACOLOGY

Objective: For proper selection of drugs, it is essential to have a basic knowledge about the disease and the drugs available for its treatment. The series of lectures will provide the student, basic knowledge about the drugs used for the treatment of various diseases, commonly encountered in clinical practice.

COURSE CONTENT :

Unit I: General Pharmacology Drug-Definition, Sources, Nomenclature, Drug laws, sources of Drug information. Dosage forms of drugs, Routes of drug administration. Drug absorption, Distribution, Half life of drugs, Bio-availability, Fixed dose combinations. Drug poisoning and its management

Unit II: Autonomic Nervous System Cholinomimetic drugs, Sympathomimetic Drugs, Antimuscarinic agents, Sympathetic blocking drugs, neuromuscular blocking agents Central Nervous System General anesthetics, Sedatives and Hypnotics, Antiepileptics, Analgesics-Narcotic and Nonsteroidal antiinflammatory agents.

Unit III: Gastrointestinal System Acid-Peptic diseases, Antiemetics, Purgatives, Drug Therapy of diarrhea.

Unit IV: Respiratory System Drug therapy of cough, Bronchial asthma. Cardiovascular System And Blood Drug treatment of Angina pectoris, Hypertension, Shock., Anticoagulants, Thrombolytic agents, Fibrinolytic agents. Genito Urinary System --Diuretics, Drugs acting on Uterus HORMONES -- Thyroid and Antithyroid drugs Corticosteroids , Antidiabetic drugs.

Unit V: Chemotherapeutic Agents general principles, Sulfonamides, Penicillins, Cephalosporins, Fluroquinolones, Macrolides, Chloramphenicol, Antifungal agents, Antiviral agents., anticancer drugs and immune suppressives.

Recommended Books:

1. Essentials of Medical Pharmacology, K.D.Tripathi, Jaypee Brothers Medical publishers Pvt Ltd New dellhi;
2. Pharmacology and Pharmacotherapeutics R.S.Satoskar, S.D. Popular Prakashan, Mumbai;
3. S.S.Ainapore, Goodman and Gillman's pharmacology.

Handwritten signatures and initials:
Ved CA
ASB
M
R

BHI 502 MARKETING OF HOSPITAL SERVICES

Course Objective : The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Marketing of Hospital Services.

COURSE CONTENT :

Unit I: Marketing of Hospital Services: A conceptual framework.

Unit II: Services Marketing: Basic issues designing service Strategy. Marketing of Health Services: The Indian scene.

Unit III: Marketing of various health services like; Family welfare, Integrated child development programmes, Awareness programmes.

Unit IV: Marketing of Hospital Services: Basic issues; designing basic strategies for Specialty services; Specialty and Super specialty hospitals.

Unit V: Marketing of other services like :

Financial services-Branding and Advertising-consumer banking, Educational and Professional services -marketing of Educational and Professional Educational services, Professional support services-Event marketing, Specialty advertising, support services etc, Marketing of Logistics and Public utilities.

Recommended Books:

1. Lovelock, "Services Marketing", BPB. Publication Ravi Shankar, "Service Marketing".

[Handwritten signatures and marks]

BH1 503: Human Resource Development

Course Objective: The objectives of this course are to help the student gain an understanding of the need and methods of HRD, and insights in the design, development and delivery of HRD Programmes.

COURSE CONTENT :

Unit I. Human Resource Development: Concept and Historical Perspective, Elements of Good HRD, HRD and Organizational Effectiveness.

Unit II. HRD Mechanisms I: Training- Training Policy, Assessing Training and Development Needs, Design of Training Systems, Implementation and Evaluations of Training System, Employee Counseling, Performance Appraisal- Different Methods and their impact on Employees Effectiveness.

Unit III. HRD Mechanisms II: Career Planning and Development, Succession Planning, Potential Appraisal, Coaching - The Skills of Coaching, coaching and performance management, Mentoring- Selection of Mentor, Mentoring Methods and their Benefits.

Unit IV.: Behavioral Tools: FIRO-B, Johari Window, Transactional Analysis.

Unit V.: Formulation and Implementation of HRD Strategies, Creating a World Class Organization. The Benefits and Cost of H.R.D: the cost and benefit of training, Models of cost benefit analysis of training, HR Accounting. Future of Human Resource Development: Economic, Political, Sociological and Organizational Factors

Recommended Books:

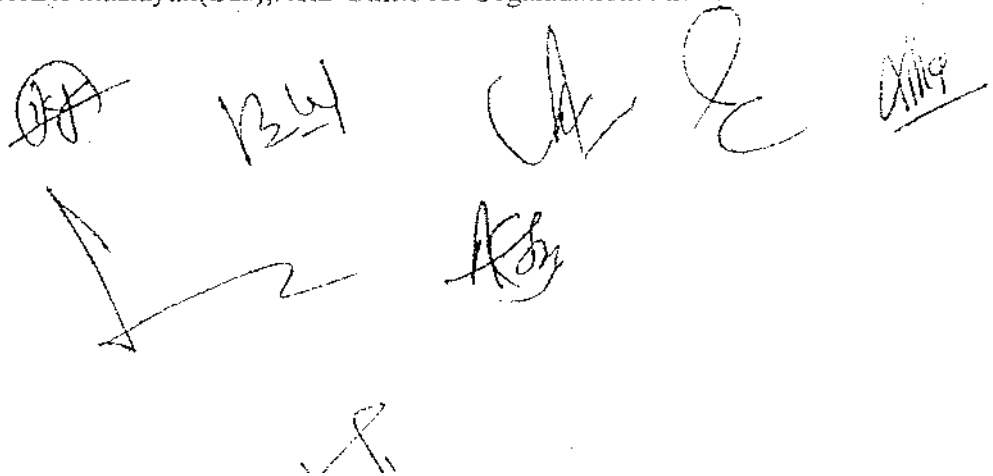
1.T.V. Rao, "HRD Audit", New Delhi, Sage Publications, 2009.

2.Kavita Singh, Organisation Change and Development ,Excel Books,2008

3.Ashok Chanda and Shilpa Kabra "Human Resource Strategies-Architecture for Change, Response Books,

4.Kalyani Mohanty, Human Resource Development & Organisational Effectiveness, Excel Books,2008

5.Ravishanker,U.Dhar&B.Pattanayak(Eds),HRD Skills for Organizational Excellence". Himalaya.

The bottom of the page contains several handwritten signatures and initials. From left to right, there is a circled signature, the initials 'B. S.', a signature that appears to be 'C. A.', a signature that appears to be 'S.', and a signature that appears to be 'M. S.'. Below these, there are more handwritten marks, including a large arrow pointing downwards and to the right, and another signature that appears to be 'A. S.'.

BHI-504: BUSINESS PROCESS RE-ENGINEERING

Course Objective: The objective of the course to acquaint the students of the concepts and developing abilities and skills for the effective performance in Hospital Industry.

COURSE CONTENT

Unit-I: Business Process reengineering Philosophy, Possibilities and Pitfalls

Unit-II: process Reengineering framework Opportunity Assessment, Planning the Business Process

Unit-III: Business Process Reengineering healthcare Project, The Business process Reengineering Team , Business Process Analysis

Unit-IV: Process Design, Risk and Impact Assessment, Planning and Implementing the Transition.

Unit-V: Tracking and Measuring Process performance in healthcare, Advanced tools and Techniques.

Recommended Books:

1. Business Process Reengineering - enry J. Johansson, Patrik Meluch, A. John Pendlebury, Willam A. Wheeler III, John Wiley, & Spms.
2. Process Reengineering - LonRoberts, Tata McGraw-Hill, New Delhi.

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

Handwritten signature

BHU - 505: DISASTER MANAGEMENT

Course Objective: The objective of the course is to enable students to have a good understanding of Disaster Management.

COURSE CONTENTS

Unit I: Physical Environment : Air : Factors affecting atmospheric environment, Physical agents in atmosphere, Chemical agents in atmosphere, Sources of pollution, Temperature inversion, Effects of pollution on Health, Biological agents in atmosphere, Ventilation.

Unit II: Water : Sources of water. Water supply & quantitative standards, Water quality and qualitative standards, Purification of water . Swimming pool hygiene, Water problem in India. Housing : Type of soil , Soil and Health, Housing, Harmful effects of improper housing, Recent trends in housing Occupation and Occupational Health : Physical agents , Chemical agents , Biological agents, Social factors , offensive trades and occupations, Occupational diseases and hazards, Prevention of occupational diseases, Occupational Health Legislation, Factories act, Worker absenteeism

Unit III: Environmental Pollution : Air pollution, Water pollution ,Soil and land pollution, Radioactive pollution, Thermal pollution, Global Warming, Greenhouse gases, Heat generation, Carbon & Carbon Units, Effect of Global Warming on Ozone, , Noise pollution Biological Environment : Rodents, Arthropods. Mosquitoes, Flies, Fleas, Lice, Ticks, Mites etc., Insect control, Insecticides, Biological & Genetic control of insects

Unit IV: Social causes of disease, Social aspects of treatment, Social environment and Health. Wastes Management : Wastes and Health, Recycling of wastes, Disposal Of Wastes : retreatment of refuse. Refuse disposal, Excreta disposal, Sewerage system, Sewage disposal, Sullage disposal.

Unit V: Disaster, Disaster Management, Mitigation, Preparedness : Preparedness of Hospitals and Healthcare system for Disaster Management. Disaster Program : Concept, significance in Healthcare and Hospital sector, preparing and maintaining the program. Triage, Command System and Rehearsals

Recommended Books:

1. Preventive and Social medicine by K.park,
2. Disaster management Encyclopedia, Internet resources.

[Handwritten signatures and initials are present at the bottom of the page, including 'Bey', 'A.S.', 'Jc', 'Mg', and 'hif']

BH1506-EMPLOYEE RELATION & LABOUR LAWS

Course Objective: The aim of the course is to enable students to have a better understanding of Labour Laws & their implementation in organization with special reference to health care units and hospitals.

COURSE CONTENT :

Unit I: The Trade Union Act, 1926, The Industrial Disputes Act, 1947 and M.P. Industrial Relations Act, 1960. The Industrial Employment Standing Orders Act, 1949 With the M.P.

Unit II: Industrial Employment standing orders Act, 1961. The minimum Wages Act, 1948 The Payment of Wages Act, 1936. The Employees State Insurance Act, 1948. The Workmen's compensation Act, 1923. The payment of Bonus Act, 1965. The payment of Gratuity Act, 1972.

Unit III: The Factories Act, 1948 (Provisions, relating to Health, Safety, Welfare, Working hours, Leave, and Penal provisions)

Unit IV: Brief Information about Application of above laws in Hospital/Health Care Industry

Unit V: Latest and relevant cases from healthcare/ hospital industry to be discussed in classes.

Recommended Books:

1. P.N. Mallick, Industrial Laws (Latest Edition)
2. N.D. Kapoor, Industrial Law, S. Chand & Co., Delhi
3. B.K. Chakravorti, Labour of India, Vol. I & II, International Law book centre, Calcutta, 1974.
4. Labour Law for Factory Executives.
5. Sinha and Sinha-- Industrial Relations and Labour Legislation, oxford, India Book

[Handwritten signatures and initials]

BHI 507: Capital Budgeting & Working Capital Management.

Course Objective: The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.

COURSE CONTENT

UNIT I: Capital Budgeting:- Meaning and Importance; Difficulties and kinds of Capital budgeting Decision, Basic Data Requirements – identify relevant Cash flow, Basic principles in estimating Cost and benefits of investments, appraisal Criteria's DCF and Non DCF methods for Evaluating projects, Evaluating projects with Unequal life, Evaluation Mutually, Exclusive and Independent proposals.

UNIT II: Current Assets Management- Working Capital Management: meaning, concept, types, need and importance of a working capital, determinants of working capital requirement, Operating cycle approach to working capital, Computation of Working Capital. Financing Current Assets; behavior of current assets and pattern of financing.

UNIT III: Current Assets Management- Management of Cash: Introduction, Motives for holding cash, Objectives of Cash Management, cash forecasting and preparing cash budgets, Cash Management Techniques Current Assets Management- Receivables Management: Introduction & Objectives, Cost & Benefits of maintaining receivables, credit policy variables (credit standards, credit Analysis), Credit Terms, Collection Policies

UNIT IV: Current Assets Management- Inventory Management Introduction, Objectives, and Cost & Benefits associated with Inventory, nature of inventory and its role in working capital, Importance of Inventory Management, inventory management techniques

UNIT V: Sources of working capital finance:- Financing of short term working capital, recent guidelines on working capital finance, different type of letter of credit.

Recommended Books:

1. M.Y.Khan & P.K.Jain, "Financial Management", Delhi: Tata Mc Graw Hill, 4th Edition 2000.
2. I.M.Pandey, "Financial Management", New Delhi: Vikas Publication House, 8th Ed. 2001.
3. R.P.Rustogi, "Financial Management". Galgotia Publication, Reprint 2000.

BHI - 508 COMPREHENSIVE VIVA-VOCE



SEMESTER -VI

BHU 601-Forensic Medicine and Toxicology

Course Objective: The objectives of the course are to enable students to learn and appreciate the significance of Forensic Medicine and Toxicology, necessary for hospital administrators.

COURSE CONTENT :

Unit I: Forensic Medicine Legal procedure - Definition- Court and their Jurisdiction, Arrest, Summons, Certificate, Dying declaration, Dying deposition. Medical Ethics - Medical Etiquette. Disciplinary control, consent in Medical practice. Medical negligence, Duties of doctor and rights of doctor.

Unit II: Post Mortem Examination--**Death** in a medico legal aspect. Death from Asphyxia.- Hanging strangulation, suffocation, Drowning. Injuries from Burn and Scalds. **Sexual offence** -- Rape. Abortion and Medical termination of Pregnancy.

Unit III: **Injuries** -Abrasions, Bruises, Incisions, Stab injury, Gunshot injury, Laceration. **Identity** - Dactylography (Finger print). **Infanticide, Insanity** and its Medico legal Aspect. (Mc Naughten's Rule).

Unit IV: Toxicology - Corrosive Acid - Mineral Acid. Metallic Poisoning - Arsenic, Lead poisoning Inebriant Cerebral Poisons.-Alcohol. Somniferous Cerebral Poisons- Opium and its alkaloids, Asphyxiants -Carbon di-oxide and Carbon monoxide .

Unit V: Deliriant Cerebral Poisons.-- Cannabis indica (BHANG), Cocaine, Belladonna. Spinal Poisons -Nux Vomica. Animal Poisons-Snake poison etc. Inorganic Irritant Poisons -organo phosphorus. Cardiac Poisons -Tobacco, Cyanide poisoning.

Recommended Books:

1. Medical Jurisprudence & Toxicology by 1) Modi 2) C K Parikh
2. B.V Subramanyam, "Medical Jurisprudence and Toxicology", Butterworths India

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

BHI 602 Customer Relationship Management

Course Objective: The objective of this course is to introduce customer service operations, process and implications of CRM.

COURSE CONTENT :

UNIT -I Introduction: Evolution of CRM, Customer satisfaction, Customer loyalty, Customer experience, Relationship Marketing, Significance and benefits of CRM to different business organizations and customers.

Unit-II: Concepts of CRM: Concept of Customer Lifecycle, Lifecycle stages, Customer Lifecycle Management, Customer Lifetime Value assessment, Customer – Product profitability analysis.

Unit-III: CRM Process: Systems approach to CRM, CRM Process, Objectives, Customer segmentation, Customer database, Strategy formulation, Infrastructure development, Designing system, Core processes, Developing people, Customer retention, Recovering lost customers, Terminating relationships.

Unit-IV: Database Management: Information management for customer acquisition, retention, attrition and defection, data warehousing, data mining

Unit -V: CRM Technology: Hardware, Software, Web portals, Call Centres, IT enabled business solutions. Customer Loyalty: Developing, Implementing and Evaluating Loyalty Programs. Measuring CRM Effectiveness: CRM Metrics – Financial and non-financial measures.

Recommended Books:

1. Sheth, J.N., Parvatiyar, A. and Shainesh, G., "Customer Relationship Management", TMH.
2. Kumar, V. and Reinartz, Werner J., Customer Relationship Management: A Databased Approach, Wiley India, New Delhi.
3. G Shainesh, Jagdish N Sheth, Customer Relationship Management – A strategic perspective,

[Handwritten signatures and initials]

BHI 603: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objective : objective of this course is to help students to understand the basics of Logistic and Supply chain Management.

COURSE CONTENT :

Unit I: Facility Management: Managing and Facilitating for Patient Care Up keeping for immediate patient requirements like: Ward/Room management, Housekeeping, F & D (Food & Dietary services) Tourism & Travel Services, Accommodation and Entertainment of Attendants Electricity, Water, Drinking Water, Communication lines, Air conditioning, Refrigerators, Pollution control & Environment maintenance Bank, Insurance and TPA's services

Unit II: Logistics and supply chain Management: Introduction to logistics and its interface with production and marketing: Measures of logistics. Supply chain Management.

Unit III: Logistics System analysis and design Warehousing and distributing centers their location; transportation system; facilities and services. Dispatch and routing decisions and models. Inventory management decisions.

Unit IV: Logistics audit and control. Packaging and materials handling. International logistics Management. Logistics- Future directions.

Unit V: Ambulance Services: Ambulance Services, their requirement planning, number ,type, size, routes, availability, equipments etc. Ambulance Room planning & designing specialized Ambulances for Critically Sick, their requirements, basic norms, and maintenance etc.

Reccommended Books:

1. Ballau, Renald H. "Business Logistics Management". Englewood Cliffs, New York: Prentice Hall Inc. 1992.
2. Beal K. "A management Guide to Logistics Engineering". U.S.A. Institute of Production Engineering. 1990
3. Benjamin S. B. "Logistics Engineering and Management" Englewood Cliffs, New York: Prentice Hall Inc., 1996.
4. Bowersox. D.J. and Closs, D.J. "Logistics Management: A System Integration of Physical Distribution". New York: Macmillan, 1986.
5. Christopher. M. "Logistics and Supply Chain Management: Strategies for Reduching Costs and Improving Services" London: Pitsman, 1992.
6. James C.J. and wood, Donald F. "Contemporary Logistics", New York: Macmillan., 1990.

Handwritten signatures and initials:
A. S. M. G. B. W. C. D. E. F. G.

BHI-604: RELATIONAL DATABASE MANAGEMENT SYSTEM

Course Objective: The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

COURSE CONTENT

Unit I: Database Management Systems: Data, Database, Database Management Systems, Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems.

Unit II: Data models : Entity Relationship Model (E-R Model) Normalization Theory, Codd's Rules for RDBMS.

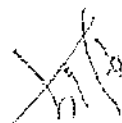
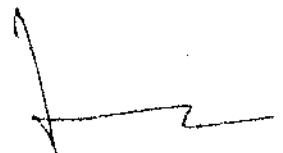
Unit III: Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS

Unit IV: Introduction to Data Languages: Introduction to SQL, Data Definition language, Data Manipulation Language, Query Language, Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.

Unit V: SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop..Endloop, while loop etc. working master detail relationship, writing triggers informs and creating list of values with cursors. creating and using stored functions, procedures and packages.

Recommended Books:

1. SK Singh, Database Systems-(Indian Original) Pearson
2. McFedden, Jeffrey Hoffer-Modern Database Management, 9e-(Indian Adaptation) Pearson
3. Alexis Leon & Metheus Leon, Database Management Systems, Vikas Publ New Delhi,
4. Rob Coronel, Database Systems & Design, Implementation & Management , Thomson Learning , Bangalore.



BHI-605: HEALTH POLICY & ADMINISTRATION

Objective: The objective of the course is to enable students to have a good understanding of Health administration.

COURSE CONTENTS

Unit-I: Meaning & Concept of Health, Disease, Care and Administration Health administration in India; Organization of health services at Centre, State & District level General introduction to organization of health care delivery system in India.

Unit II: Various committees for recommendations on health care; National Health Programs in details Reasons for increasing Need and demand for medical care and Need/Demand assessment Factors determining Availability and Cost of medical care steps/techniques to reduce the cost of medical care. Healthcare resource planning and allocation Success / Failure Analysis for various Health Plans, Programs, Schemes etc. and Research for their Causes.

Unit III: Urban medical care system in metropolitan cities // Rural medical care including the role of State, NGO's, Private medical practitioners and community at large Organization and administration of better medical care, Information Education & Communication (IEC), Inter sectoral Co-ordination.

Unit IV: National Health Policy and National Population Policy (Latest reviews). Implications of change of policy. New Health Insurance policy of GOI and Implications (MODI-CARE).

Unit IV: Alternative systems of health care:-General introduction and their role in overall healthcare system, Yoga Therapy & its Global relevance.

Unit V: WHO and other International Health Agencies, Immunization, International recommendations for immigrant's vaccination. International health campaigns and programs.

Recommended Books:

1. K Park Park's Text Book of Preventive and Social Medicine.
2. B.K. Mahajan Text Book of Preventive and Social Medicine.
3. WHO Publications on International Vaccination.
4. Essentials of Community Health Nursing by K. Park M/S Banarsi Das Bhanot, Jabalpur MP (2015)

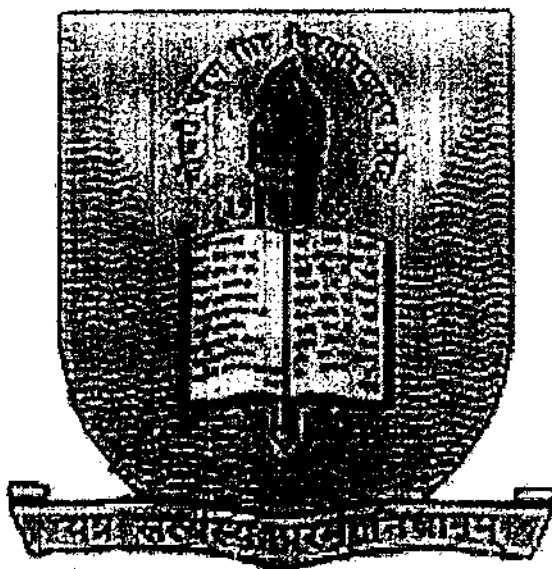
BHI - 606: Major Research Project

BHI - 607: COMPREHENSIVE VIVA-VOCE

Ch. Charan Singh University, Meerut

Master of Business Administration

(Hospital Administration) 2 Years Integrated Program



Syllabus

Offered by:

INSTITUTE OF BUSINESS STUDIES

Ch. Charan Singh University, Campus Meerut

Handwritten signatures and initials are present at the bottom of the page, including a signature with a circled '198' above it, and several other illegible marks.

SEMESTER - I

MBA(HA) Integrated

MHI 101- INTRODUCTION TO MEDICINE

Objective: The aim of the course is to enable students to have an understanding of medicine as is necessary for a Hospital Administrator.

COURSE CONTENT

Unit I: History of medicine--Principles of Medicine- Tropical Diseases and Current health problems in the country, with special reference to current trends in prevention & cure with emphasis on following diseases at least

Unit II: Malaria, Amoebiasis, worms, filaria, dengue, chikungunya, herpes, chickenpox, measles, HIV-AIDS, cholera, typhoid,

Unit III: Instructions in comprehensive medical care. - Correlation of medicine with applied anatomy and physiology, biochemistry, pathology and pharmacology; To make the student well versed for understanding Etio-pathology & related aspects, Pathogenesis, Provisional Diagnosis, Related Investigations, Ruling out of suspected diseases, Management, Complications & sequelae and their Management, in various important diseases like:

Unit IV: Bronchial Asthma, COPD, Myocardial Infarction, Angina pectoris, RHD & Rheumatic fever, Cardiac arrest, Cardiac failure, Hypertension, Diabetes, Thyroid disorder, Cancers and palliation, Peptic ulcer, Hepatitis, Ulcerative colitis, IBS, Crohn's Colitis, CVA (stroke), meningitis & encephalitis, parkinsonism, alcoholism & drug addiction, de-addiction, Epilepsy, Migraine, Various nephropathies, Nephrotic syndrome, ARF & CRF, Dialysis Concept of Brain Death

Unit V: Medical rehabilitation, Instructions on routine procedures e.g. infusion, transfusion, paracentesis, tapping of effusion, CSF etc., General instructions in paediatrics including social paediatrics

Recommended Books:

1. Text book of Medicine by: Aspi .F. Golwala

2. Davidson's Text book of Medicine

[Handwritten signatures and initials]

MHI-102: OPERATION RESEARCH IN HEALTHCARE

Course Objective: The objectives of the course are to enable students to have a good understanding of quantitative techniques and to develop capability in them to use these techniques for solving the problems faced by Hospital Administrators.

COURSE CONTENT

Unit-I: Linear Programming- Nature and Purpose of Artificial Variables, Review of Big-M Method, 2-Phase Simplex Methods, Duality and Post- Optimality Analysis.

Unit-II: Non Linear Programming – Dynamic Programming, Goal Programming, Integer Programming, Quadratic Programming. Concepts and Applications (No Numericals from this Part)

Unit-III: Game Theory: Introduction to Game Theory, Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games using – Algebraic and Graphical Methods, Game Theory and Linear Programming.

Unit-IV: Markov Chain Analysis: Computation of sequential probabilities of States for different periods. Steady State Probabilities, Application of Markov Chain.

Unit-V: Sequencing Model, Replacement Models. Decision Theory – Decision making under certainty, Uncertainty and Risk. EMV, EOL, EVPI and their usages. **Simulation:** Introduction to Simulation, Monte Carlo Technique and its Applications.

Recommended Books:

A collection of handwritten signatures and initials, including 'B. S.', 'E', 'A. S.', 'A. S.', 'A. S.', and 'A. S.', scattered below the 'Recommended Books' section.

MHI-103-HOSPITAL ADMINISTRATION – PROCEDURES AND PRACTISES

Objective: The objective of the course is to enable students to have a good understanding of Hospital Administration

COURSE CONTENTS

Unit-I: Introduction to the hospital field. Definitions -- hospital and medical care, types, control. Functions-- medical care, prevention, Professional education and research. Role of hospital in health spectrum, Hospital of India-to-day. Classification of Hospitals - Number ; type ; size ; distribution; ownership; utilization; ratios; trends ; problems, Trends of Hospital Administration Abroad.

Unit-II: Hospital administration- Principles, Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good administrator, Organization of Hospital-The governing authority: the administrator; business aspects; clinical aspects; channels of authority and communication.

Unit-III: Comparison- of qualified v/s non qualified, Medical v/s non Medical Hospital Administrator, Problems of hospital administration and their expected solutions, Management of different Clinical , Para clinical , and Support service departments in Hospitals, Hospital hazards Administration of Government (Rural , District & Municipal Hospital) v/s Private Hospitals, Administration of a teaching hospital. Administration of a corporate hospital. Administration of a voluntary & charitable hospital. Hospital utilization and its evaluation, Public Relation in Hospitals

Unit-IV: Role of Administration in Medical & Paramedical Education and Research, Recent trends in hospital administration. Health Education in Hospital, Responsibilities of the hospital to the general public. Methods of Health Education in hospital and their importance. Patient Education through I.T.(CAPE) Inquiries and Disciplinary Actions.

Unit-V: Legal aspects in Hospitals--Inquiries and disciplinary actions.Laws and regulations applicable to hospitals, M.P. Nursing home act as a representative act , Clinical Establishment Act. Local administration, Municipal corporation, CMO, MTP act, PNMT, Narcotics, Drugs & Cosmetics act, Radiation Control, Pollution Control etc. Administration of Health Insurance cases & TPA, Preparing Hospitals for Medical Tourism, International Marketing, Tele medicine, Robotic Surgery, Surgical Simulation & Research.

Recommended books :

1. B.M.Sakharkar "Principles of Hospital Administration and Planning .
2. Kunders: Hospital planning & hospital Management
3. Internet Resources- for MPNursing Home Act, Clinical act, and other related and updated materials on various topics. WHO websites

Handwritten signatures and initials of the authors and reviewers, including B.M.S., C.P., M.P., and K.S.

MHI104: HOSPITAL INFORMATION SYSTEM

Course Objective: The subject is to acquaint the Ha student with the day today work and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case study shall be discussed on the classrooms.

COURSE CONTENT

Unit-I: The meaning and use MIS systems: View of Business, Process of MIS, Development of MIS within the organization. Management Process, Information Needs, Systems Approach in Planning Organizing and Controlling MIS.

Unit -II: Planning Implementation and controlling of Management information systems.

Unit-III: Fundamentals of data processing computer operations of manual information systems. components of computer systems, flow chart, conversions of manual to computer based systems, computer systems Application software, Telecommunication Modem.

Unit -IV: Management Decision Making: Characteristics and components of Decision support systems.

Unit-V: Systems Design: Systems design consideration, input/output design, forms design file organization and database, data management, file design, control and security.

Recommended Books:

1. Robert G. Murdick, Information Systems for Modern Management, New Delhi, Prentice Hall of India. 1995.
2. Godzdam B. Davis and Margrathe, Management Information Systems.
3. Henry Lucas, Management Information Analysis and Design, New Delhi, Prentice Hall of India, 1985.
4. Jerome Kantor, Management Information System, New Delhi, Prentice Hall of India, 1992.
5. James O. Brien, Computer in Business Management

[Handwritten signatures and initials]

PSM: EPIDEMIOLOGY

Objective: The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organisations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

COURSE CONTENT

Unit-I: Evolution Of Medicine, Community Medicine And Public Health. Environment - Physical, (Mental) And Its Role In Health / Disease. Levels Of Prevention And Intervention

Unit-II: Principles Of Epidemiology. Types Of Epidemiology And Epidemiological Studies. Disease - Causation, Multiple Cause Theory, Progress Of Disease Process. Modes Of Transmission Of Diseases - Communicable Diseases. Epidemiology Of Communicable Diseases.

Unit-III: Waterborne Diseases. Typhoid, Cholera Viral Hepatitis - All Types, Poliomyelitis, Amoebiasis. Control And Prevention Of Water Borne Diseases. Investigation And Control Of Bacterial Diseases In Children Droplet Infections (Air Borne) - Mode Of Spread And Control Tuberculosis And National Tb Control Programme Measles And German Measles, Mumps Chickenpox And Herpes Zoster, Influenza, Diphtheria

Unit-IV: Diseases Transited Through Vectors And Their Control, Malaria And Modified Malaria Control Programme, Filaria And Filaria Control Programme Arboviral Diseases - Yellow Fever And Dengue, K.F.D. Plague And Control Of Plague. Diseases Transited Through Ticks / Housefly / Bugs.

Unit-V: Diseases Transited Through Contact, Leprosy - Leprosy Eradication Programme Sexually Transmitted Diseases - Transmission And Control Syphilis, Gonorrhoea, Lgv, Chancroid, Treatment And Control Aids, Tetanus, Trachoma Nosocoal Infections - Hospital Acquired Infections Infection Through Food/Fish/Milk And It's Control, Health Education Concepts in Nutrition, Occupational Health And E.S.I.S.

Recommended books :

1. K. Park text book of PSM.

[Handwritten signatures and initials]

III-196: TAXATION IN HEALTHCARE

Course Objective: The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate taxes.

COURSE CONTENT

Unit-I: Introduction to Income. Introduction to Tax Management: , Concept of Tax Planning: Tax Avoidance & Tax Evasion.,Important Provisions of Income Tax Act: Basic Concepts: Assessment Year, Previous Year, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income.

Unit-II: . Meaning of Salary, Specified Persons, Taxability of Allowances, Perquisites, Profits in Lieu of Salary, Types and Treatment of Provident Funds, Gratuity, etc. Computation of Taxable Salaries Types of House Property and their Taxability.,Determination of Ownership, Property Exempt from Income Tax, Computation of Income from House Property

Unit-III: 4.1. Meaning of Business and Profession. Income from Business and Profession Chargeable to Tax: Basis of Charge and Types of Income falling under this head.,Deductions: General Allowed Expenses, Expressly Allowed Expenses, Expenses Allowed Under Restrictions, Expenses Disallowed. Provisions and Treatment of Depreciation.Methods of Accounting and its Effect on Income Determination of Business and Profession.Computation of Business Income and Professional Income.

Unit-IV: 5.1. Meaning of Capital Gains, Definition of Capital Assets, Assets not treated as Capital Assets.Types of Capital Assets and their Gain/Loss: Short Term and Long Term and their Taxability. Transfer of Capital Assets and transactions not regarded as transfer.Deduction Available Against Capital Gains: Section 54 to 54(f) Computation of Short Term and Long Term Capital Gains.

Unit-V: 6.1. Computation of Income from Other Sources,Set Off and Carry Forward of Losses.Clubbing of Incomes.,Deduction: Deduction Allowed From Total Income.Computation of total income.,TDS: Provisions of Tax Deduction at Source.,Advance Payment of Tax. Filing of Returns. Tax Planning in Relation to NRIs Rebates and Relief.

Recommended Books:

The block contains several handwritten signatures and initials in black ink. From left to right, there is a signature that appears to be 'Raj', followed by 'Raj', 'Ch', 'Arun', and 'Mishra'. Below these, there is another signature that looks like 'S. K. Mishra'.

MHI-107: STATISTICS AND RESEARCH METHODOLOGY

MHI-107: NEGOTIATION SKILLS IN HEALTH CARE

Course Objectives: The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling to equip the students with valuable skills, techniques and strategies in counseling.

COURSE CONTENT

UNIT I: Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

UNIT II: Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation.

UNIT III: Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415).

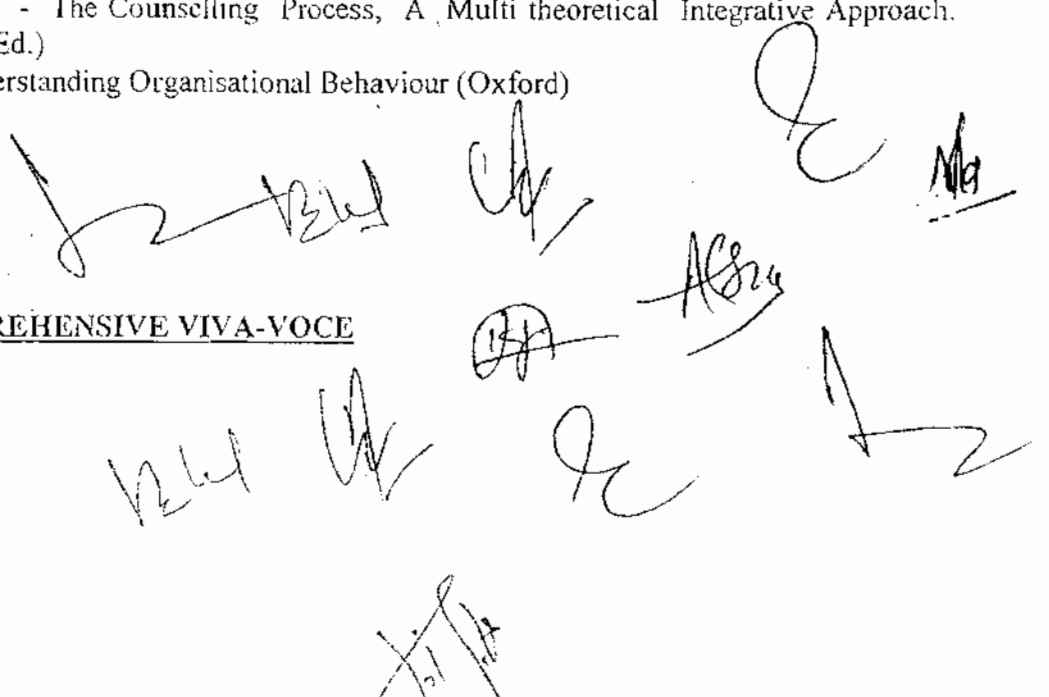
UNIT IV: International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

UNIT V: Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

Recommended Books:

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Weltef. Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

MHI - 108: COMPREHENSIVE VIVA-VOCE



SEMESTER - II

MHI-201 INTRODUCTION TO SURGERY

Course Objective: The objectives of the course are to enable students to learn and develop better understanding of principles of surgery, as is necessary for hospital administrators.

COURSE CONTENT:

Unit I: General Surgery: Principles of surgery, including Orthopedics and Surgical diseases in infancy and childhood. The procedure and precautions followed during an operation, essentials of manpower, equipment & materials requirements before, during, and after surgery, Instruction in sterilization techniques, minor surgical procedures, Introduction to anesthesia, Diagnostics in Surgery. Surgical treatment of common conditions of like appendicitis, renal stone, lung cancer, total and partial joint replacements, kidney and liver transplants.

Day care surgery, Plastic Surgery

Unit II: Theoretical aspects of common Operative Techniques. Pre anesthetic check up, Pre-operative investigations :Blood examinations, Urine analysis, stools and sputum examination, Radiological examination etc..Pre-operative medication & preparation, Operating Room Culture and procedure, The surgical ward, Infusions and transfusions., Vene- section., Tracheostomy, Incision and drainage of abscesses. Dressings., Wound suturing and dressing – Suture Materials, Vasectomy & NSV.

Endoscopic Surgery and Microsurgery.

Unit III: EENT- Lectures on ophthalmology and ENT on relevant topics for Hospital Administration: Cataracts, Corneal Transplant, Myringotomy, Tympanoplasty, Surgical treatment of complications of otitis media, Tonsillectomy, Carcinoma Larynx, Nasal polyp, Antral puncture, SMR, Septoplasty, ENT Endoscopy, Reconstructive surgery Post operative care, Surgical ICU

Unit IV: Cardiac interventions: Angioplasty, Ballooning, Open Heart Surgery, Neurosurgery: Burr hole, Craniotomy, Spinal Surgery, Steriotaxy, Tumours, Urosurgery: Lithotripsy, prostatic surgery, uro-endoscopic procedures.

Unit V: Latest trends in surgery Day Care Surgery, Robotic Surgery, Plastic Surgery, Endoscopic Surgery, Micro Surgery.

Recommended Books:

1. Lovelock, Introduction to Surgery,
2. Textbook of Surgery: Belly & Love

[Handwritten signatures and initials]

VB
AK
E
AS
MA
DA
X

MHI 202- CONTEMPORARY ISSUES IN HEALTH CARE

Course Objective: The objective of the course is to acquaint the students with changing scenes of health and disease, the latest diagnostic and therapeutic approaches and emerging issues at National & International levels.

COURSE CONTENT

Unit-I: Changing patterns of Diet & Nutrition, Changing patterns of Life Styles and their effects on Health, Changing concepts of Quality of Life, Changing socio economic standards, Changing pattern of Health & Disease, Newly emerging diseases & Stress related disease pattern, Shift from curative to Health promotion & disease prevention, Role of Doctor and medical personnel as a community advisor, Advanced Scientific methods in Pathology, Microbiology, Biochemistry, Histopathology, Serology, Immunology, Blood Bank etc.

Unit-II: Advanced Scientific methods in Radiology, Radio diagnosis & Radiotherapy, Advanced Scientific methods in Medical and Surgical Diagnosis and Treatment, Computerized organ functions, Blood gases, Multi Para monitoring, Ventilators, Defibrillators, Pace makers, Various Endoscopies, Endoscopic diagnosis, biopsies & Endoscopic surgeries etc., Laparoscopic & Minimal Invasion Surgery, Uro dynamic studies, flowmetry, Uro endoscopic procedures, Lithotripsy, Haemo and Peritoneal Dialysis.

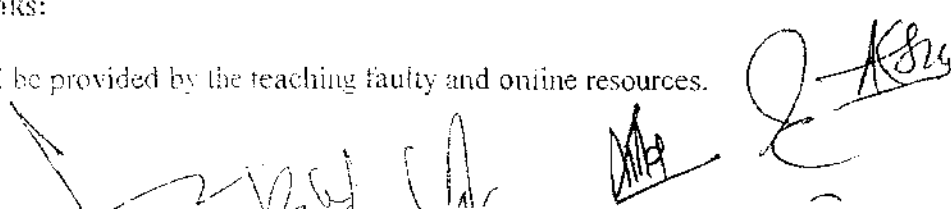
Unit-III: Various advanced Neurodiagnostic procedures, methods of treatment including Steriotaxy, Cardiac procedures like Angiography, Angioplasty, medicated stents, routes for stenting, CABG, Micro vascular techniques, closed cardiac procedures, Heart-lung machine, Microscopic surgery in ophthalmology, ENT, Phaco emulsification in ophthalmology

Unit-IV: Use of C-arm, Ilizarov, and other modern techniques in Orthopedics, Lasers in Diagnosis and Treatment, CO₂ and Yag Lasers, Use of Lasers in ophthalmology dermatology, Robotic surgery, Infertility diagnostics, Artificial Insemination, AID, AIH, IVF, Sperm bank, Surrogate motherhood, Plastic surgery, Organ Transplant: Kidney, Cornea, Liver, Heart, others, Stem cells and their importance, Need for stem cell Banks, Nanotechnology,

Unit-V: Medical Tourism: Video conferencing: Concept, material requirements at provider's end, Mediator, User's end, process, advantages, disadvantages, Online view and interference of interventional and surgical procedures, Tele Medicine: Concept, prerequisites, material requirements at provider's end, Mediator, User's end, process, advantages, disadvantages, Health Insurance and TPA Globalization and its effects on Indian Healthcare Industry and Healthcare all over the Globe

Recommended Books:

Contents will be provided by the teaching faculty and online resources.



MHI 203- HOSPITAL PLANNING – DESIGNING & PROCESSES

Course Objective: The objectives of the course are to help students to learn and acquaint themselves with various aspects of hospital planning

COURSE CONTENT

Unit-I: General Introduction- Measuring the Community-stressing factor and Feasibility study with consideration to population, services available facilities to be provided, personnel administration, financing, education and research.

Unit-II: Planning of OPD, IPD, OT, CSSD & Other Clinical Services, Planning of diagnostics

Unit-III: Planning of PHC & CHC

Unit-IV: Planning of supportive services

Unit-V: Planning accreditations-ISO, NABH and JCI, WHO Standards

Recommended Books:

1. Hospital Planning and Management by: Mc Caullay, Kunders, Tabish, Shakti Singh
2. Principles of Hospital Administration Planning by B.M.Sakharkar, Jaypee Pub New Delhi 11nd Edition.
3. Hospitals facilities, Planning and Management By G D Kunders Mc Graw Hill Education (I) pvt Ltd. Channai, 2017
4. Modern Trends in Planning and Designing of Hospitals by S K Gupta JayPee Publishers Pvt Ltd New Delhi

Handwritten signatures and initials are present at the bottom of the page, including:

- BLM
- CA
- E
- AKS
- AKS
- AKS
- AKS

MHI-204 HOSPITAL OPERATIONS -I- SUPPORTIVE SERVICES

Course Objective: - The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.

COURSE CONTENT

Unit-I: a) Introduction, Meaning of supportive services, Scope and role. b) Nutrition and Dietetic service c) Medical Record Department including EMR

Unit-II: a) Electric supply, water supply plumbing and Sanitation B) Medical gas supply and pipelines

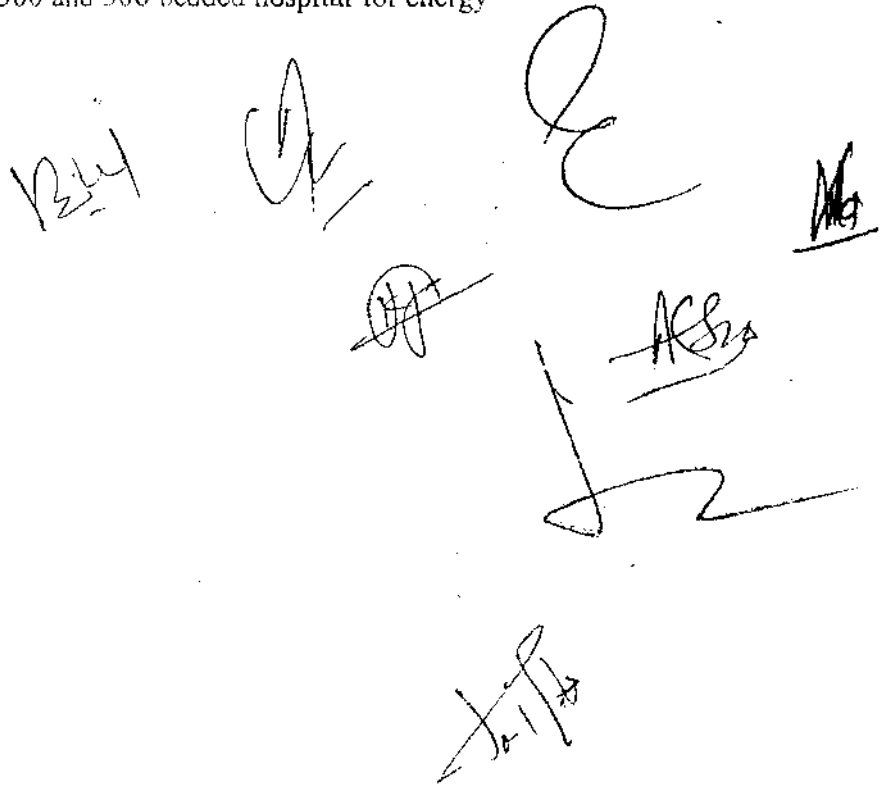
Unit-III: a) HVAC systems b) Bio-medical engineering department with recent trends

Unit-IV: a) Laundry Services b) Housekeeping services-use of new microfibe.s and steam pa . r appliances for cleaning of walls, SIO2 liquid spray for glass cleaning. Case Study

Unit V: Cost containment Measures in hospital operations. Conservation of Energy Study of conventions methods with orientations to the concept of green hospital, Use of solar energy fixed and movable solar energy.

CASE STUDY in reference to 300 and 500 bedded hospital for energy

Recommended Books:



Handwritten signatures and initials scattered below the recommended books section, including names like 'B. S. S.', 'A. S.', 'E.', 'M. S.', 'A. S. S.', and 'J. S. S.'.

MHI-205: HEALTH ECONOMICS

Course Objective - This is an introductory course that examines the application of economic principles to Policy-relevant questions in the areas of health and health care.

COURSE CONTENTS

Unit -I: Introduction to Economics-Definition, Scope and Methods of Economics. - Introduction to Health Economics-Definition, Healthcare and Principles of Economics, Nature of Medical care as commodity, Structure of Health Economics. Analyzing Medical Care Markets-Cost of Care, Access to Care, Medical Outcomes, Competitive Markets Model, Market Failure in Medical Markets, Economics of medical tourism and health insurance, FDI in healthcare.

Unit - II: Demand for Health & Medical Care-Production of health, Measure of Health Status, determinants of Health. Demand for Health and Medical Care -II, Medical Care as an investment. Factors influence demand, measuring demand- elasticities Supply Side Considerations--Market for Health Care profession- the market for Physicians' Services, Models of Physicians Behavior
Market for Hospital Services--For profit and Not for profit hospital, Alternative Models of Hospital Behavior, Trend towards Multi hospital Systems.

Unit - III: Confounding Factors- SALT, a) Socio Cultural Considerations: Drug Abuse, Tobacco and Alcohols use, AIDS, b) Ageing of Population: Medical Care costs for elderly, c) Technology in Medicine: Diffusion in new technology, The case of organ transplantation, d) Litigations

Unit - IV: Medical care Systems Worldwide--Canada, France, Germany, Japan, U.K, NHS, International Comparison

Unit -V: Economic Evaluations in Health Care-Importance, Meaning and types of Economic Evaluation, Approaches to Modeling in Economic Evaluation, Lessons for public policy

Recommended Books:

1. Health Economics and Policy- James Henderson.
2. Principles of Economics- Karl .E. Case and Ray. C. Fair (Pearson education)
3. Internet Resources--IRDA website, other websites to substantiate the national data, National health Accounts, Ministry of health and family welfare website

Handwritten signatures and initials are present at the bottom of the page, including names like "K. S. S.", "A. S. S.", "A. S. S.", "A. S. S.", and "A. S. S." with arrows pointing to the right.

MHI - 206: COMPENSATION MANAGEMENT

Course Objective: The objectives of this course are to familiarize the students with the dynamic of wage and salary administration and current trends in India.

COURSE CONTENT:

Unit-I: Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay / skill based pay, Factors affecting wages.

Unit-II: Incentive Plans: Individual and Group Incentive plans, Productivity Gain Sharing plans, Profit Sharing Plans, Non - Financial incentives and Financial Incentives, Measuring Cost to company (CTC).

Unit-III: Employee Benefits: Supplemented Pay benefits (Pay for time not worked), Insurance benefit, Retirement benefits, Employee's service benefit's, ESOP's, Flexible benefits and Benefit Survey's.

Unit-IV: Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948, Payment of wages Act 1948, Payment of Bonus Act 1965.

Unit -V: Current in Compensation and Reward Management.

Recommended Books:

1. Garry Dessler, "Personnel/Human Resource Management", London, Prentice Hall, 1994.
2. William B. Werther Jr. and Keith Davis "Human Resource Management", New Jersey: McGraw Hill (1993)

[Handwritten signatures and initials]

Handwritten signatures and initials are present at the bottom of the page, including a large signature on the left, a circled signature in the center, and several other initials and signatures on the right and bottom.

MHI-207: PROJECT MANAGEMENT IN HEALTHCARE

Course Objective: The objectives of the course are to help students to learn and acquaint themselves with various aspects of management of Hospital Projects.

COURSE CONTENTS

Unit I: Introduction- Project Planning and Phases, Need and importance, Phases of capital budgeting, project analysis facts, resource allocation framework (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting), Generation and Screening of Project Ideas.

Overseas Projects: Scanning of international trading environment for overseas projects, Role of international credit rating agencies, Export potential of India in overseas projects, marketing of overseas projects including tendering, subcontracting and joint bidding, Financing of overseas project in respect of RBI guidelines, Role of international finance institutes in financing the overseas projects.

Unit II. Project analysis: Market and demand analysis, (Including demand forecasting) Technical Analysis and Financial Analysis (Cost of Project, working capital requirement & its financing) overseas Project Appraisal- Techniques of Social cost- benefit analysis, Shadow pricing., **Project Selection:** Project cash Flows, Time value of money, cost of capital, Appraisal criteria and analysis of Risk.

Unit III: Project Management and control: Project Organization, Planning and Control or project and human aspects of project management. Project control tools (Gantt Charts, Line off Balance)

Unit IV: Network techniques for project management: Basic concepts of networks, line estimation and determination of critical path (for both PERT and CPM models), network cost systems and activity crashing.

Unit V. Project Review: Need for reviews, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting systems.

Recommended Books:

1. Prasanna Chandra "Project Planning, Analysis, Selection, Implementation and Review" New Delhi, Tata MC Graw Hill Publications, 2000.
2. P. Gopalkrishnan and E. Rama Moorthy, "Text book of Project Management" New Delhi, Tata MC Graw Hill Publications, 2000.
3. Harold Kerzner, "Project Management: A systems Approach to Planning, Scheduling and Controlling", New Delhi, CBS Publication, 1994.
4. Rajive Anand, "Project Profiles with Model Franchise Agency and Joint Venture Agreement", New Delhi, BHirat Publications

MHI-208- COMPREHENSIVE VIVA

[Handwritten signatures and initials are present below the text, including names like 'Ravi', 'Anand', and 'MHI']

SEMESTER -III

MHI - 301: INTRODUCTION TO GYNAECOLOGY & OBSTETRICS

Course objectives : the objectives of the course are to enable students to learn and to have a good understanding of gynecology and obstetrics, as is necessary for hospital administration.

COURSE CONTENTS:

Principles of obstetrics & gynecology and care of the new born, maternal health and family planning:

1. Physiology of reproductive system.
2. Menarche, menstrual disorders, menopause.
3. DUB, carcinoma of cervix, uterus, ovaries.
4. Infertility and recent treatment modalities (AIH,AID) in-vitro fertilization.
5. Physiological changes during pregnancy.
6. Ante natal care pre natal care.
7. Normal labour complications, home delivery v/s hospital delivery.
8. Ante partum haemorrhage (APH)
9. Caesarean section with its indications
- 10 PPH various puerperal problems
- 11 Post Natal care, postnatal vaccination
- 12 Infant & maternal mortality in developing
- 13 MIP
- 14 Family planning and contraception
- 15 Reproductive and child health care and programming

Recommended Books:

1. Shaw, text book of gynaecology, 1999
2. Z Rosenwaks, gynaecology Principles and practice, 1990
3. Linda L O Corner Rebecca, Obstetrics and gynaecological care Therapy 1990

Handwritten signatures: B. L. W. and C. A. J.

Handwritten signatures: ~~B. L. W.~~ and C. A. J.

Handwritten signatures: E. and A. J. S.

Handwritten signature: X. J. S.

MBA-302: BUSINESS LAW

Course Objective: The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

COURSE CONTENTS:

Unit I: The Indian Contract Act 1872:- Essentials of a valid Contract, void & voidable agreements, Contingent Contracts, Performance of Contracts, Quasi Contracts, Breach of Contracts & its Remedies, Indemnity, Guarantee, Bailment & Pledge Indian Partnership Act 1932:- Nature of Partnership, Relations of Partners and with third Persons, Incoming and outgoing partners, Dissolution, Indian Sales of goods Act 1930 (Essentials only)

Unit II: The Negotiable Instruments Act 1881:- Nature & Types, Negotiation & liability, Presentment, Discharge from liability, Dishonor of Negotiable Instruments, Crossed Cheques, Penalties.

Unit III: The Companies Act:- Nature & types of Companies, Memorandum & Article of Association, Prospectus, Shareholders & Debenture Holders, Minority Protection, Winding Up. Law of Insurance: - Concept and guideline of marine, fire and life Insurance.

Unit IV: Law of Intellectual Property:- Patent, Copyright, Industrial Design, Trade Mark, Geographical Indications Consumer Protection Act 1986:- Consumer, Protection of Consumers, Central consumer Protection Council, Consumer Dispute Redressal Agencies (District Forum, State Commission, National Commission). Competition Act 2002:- Competition Commission of India, Powers, Functions & Duties of Commission, Prohibition of certain Agreements, abuse of Dominant Position, Penalties 10. Banking Law:- History, nature & development of Banking in India, Kinds of Banks and functions, Reserve Bank Of India, functions of RBI.

Unit V: FEMA:-Features, Contravention and Penalties , Evaluation SEBI: - Objective, Powers & Functions. guideline – for investors protection, new issue & Stock Exchange

Recommended Books:

1. Chawala and Garg, **Mercantile Law**, New Delhi, Kalyani Publications Latest Edition.
2. M.C. Shukla, **A Manual of Mercantile Law**, New Delhi, S. Chand & Co. Ltd., Latest Edition.
3. S.K. Mishra and V.K. Puri, **Economic Environment of Business**, New Delhi, Himalaya Publishing House, Latest Edition.
4. Francis Cherunilam, **Business Environment**, New Delhi, Himalaya Publishing House, Latest Edition.

Handwritten signatures and initials are present at the bottom of the page, including a large signature on the left, several smaller initials in the center, and a signature on the right.

MHI 303: IT ENABLED MARKETING OF HOSPITAL SERVICES

Course Objective: The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Marketing of Hospital Services

COURSE CONTENT:

Unit I: Introduction to Marketing of Hospital Services: Concept of Services; Characteristics of Hospital Services. Challenges in Hospital Services Marketing. Consumer Behaviour: Understanding buying behaviour for hospital services; selection criteria; Decision Making for Hospital services.

Unit II: Services Marketing Mix: Introduction to the Hospital Services Marketing Mix Hospital Services: Structure of Hospital Services; Service Product Model; Designing new hospital services. Pricing: Role of price in communicating hospital service value and quality; Factors involved in pricing hospital services; Service pricing methods and strategies. Distribution: Marketing channels for hospital services; Distribution strategies for hospital services; Challenges in distribution of hospital services; Role of Internet in distribution of hospital services. Promotion: Integrated marketing communications for hospital services; Creating hospital service promises; Using marketing communications tools for hospital service promotion.

Unit III: People: The key role of employees in a hospital service business; Concept of Service encounter – Moment of Truth; Managing hospital service employees. Physical evidence: Hospital Service Environment; Nature of physical evidence; Importance of physical evidence in hospital services; Managing Hospital Service Clues. Process: Hospital Service as a process; Different process aspects and managerial challenges; Strategies for managing hospital service process – Blue Printing; Co-creation: Customers, as 'co-producers'; Self Service Technologies, Managing hospital experience.

Unit IV: Hospital Service Strategies: Service Triangle; External Marketing; Internal Marketing; Interactive Marketing, Hospital Service Quality: Concept and Importance of quality in Hospital Services; Customers evaluation criteria for service performance; Service Quality Models - Parsuraman-Zeithaml-Berry (PZB) Gaps Model - SERVQUAL, and Gronroos model; Managing Service quality.

Unit V: Strategic Issues in Hospital Service Marketing: Patient Complaints, Satisfaction, Loyalty; Relationship Management.

Recommended Books:

1. Services Marketing – Lovelock, Wirtz & Chatterjee, Pearson.
2. Services Marketing – Zeithaml, Bitner, Gremler & Pandit, TMGH.
3. Strategic Marketing For Health Care Organizations - Building a Customer-Driven Health System – Philip Kotler, Joel Shalowitz and Robert J. Stevens , Jossey Bass.

Handwritten signatures and initials at the bottom of the page, including 'Mg', 'VZU', 'UP', 'SE', and 'Aghy'.

MHH-304: ORGANISATION DEVELOPMENT

Course objective: The objective of this course is to acquaint students with the nature of the organisation, how the organisation structures are designed and to make them appreciate the dynamic nature of the organisation and thus how to deal with change and organisational development.

COURSE CONTENT

Unit I: ORGANISATION DESIGN-Meaning, determinants of organisational design, components of organisational design. What is an organisation structure and the key elements of organisation structure.

Unit II: TYPES OF ORGANISATION STRUCTURE-Common Organisational Designs: The simple structure, the bureaucracy, project and matrix structures, Mintzberg's structural configuration of an organisation and his classification of structures, New design options.

Unit III: ORGANISATIONAL DEVELOPMENT- The concept, underlying values and important dimensions of organisational development, operational goals of OD and the phases of organisational development.

Unit IV: OD INTERVENTIONS- OD Interventions, dimensions of intervention, nature and focus of the intervention, Transactional Analysis and other interventions, Structural and Behavioural interventions. **Unit V: STRUCTURE & STRATEGY,**

OD in India Organisation structure and strategy, OD in Indian context, Govt's liberalization and globalization policies and O.D., O.D in public and private sector organisational restructuring.

Recommended Books:

1. Kasho Prasad, Organisational Development for Excellence.
2. Robbins. S.P.. Organisational Behaviour .
3. J.K. Jain, Principle and functions of Management (1996) (selected topics).
4. Abad Ahmad, Developing Effective organisation.
5. Pareek, Rao and Pestonjee, Behavioural Processes in Organisational

[Handwritten signatures and initials]

MHI-305: HOSPITAL OPERATIONS -II-SUPPORTIVE SERVICES- II

Course Objective: - The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.

COURSE CONTENT

Unit I: Mortuary and transportations services special study carried out for 300 and 500 bedded hospital for provision of maintenance expenses.

Unit II: Hospital administration during Disasters --organizing a practical drill. B} Maintenance Engineering services and radiology hazards.

Unit III: Latest Trends in supportive services B} Communication's Systems C} Hospital engineering and Maintenance D} pharmacy Services.

Unit IV: Cost containment Measures in Hospital outsourcing of supportive system Operations.

Unit V: B} Conservation of Energy Study of conventions methods with orientations to the concept of green hospital, Use of solar energy fixed and movable solar energy.

Recommended Books:

- 1.Hospital Operations -- II -- by Sangeeta Natarajan
- 2.B.M. sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., Darya Ganj New Delhi)

Handwritten signatures and initials:

- BLM
- ASm
- MS
- J-1/15
- (14)

MHI-306: RESEARCH, METHODOLOGY

Unit I: Course Objective: - Concept of research, application of research in health care system, marketing information system.

Unit- II: Research Planning Process: Planning of a Research Project, problem identification formulation of Research objective Hypothesis and Research Design.

Unit -III: Data Collection: Information to sampling, probability and non -probability sampling techniques. Attitude Measurement, Data collection techniques: Observation, questionnaire and interview technique, scaling methods.

Unit IV: Data Analysis: Data processing and Tabulation, Data Analysis Tools and Techniques, Measures of Central Tendency, measures of dispersion, correlation, Regression, Test of significance, t-test, f-test concept of cluster analysis, introduction to statistical package.

Unit V: Report writing and presentation: Research report format, types of research report, guidelines for writing a research report, evaluation of research report, practical problem, solving & presentation.

Recommended Books:

1. Beri - Business Statistics
2. Chandan J S - Statistics for Business and Economics
3. Render and Stair Jr - Quantitative analysis for Management.
4. Sharma J K. - Business Statistics (Pearson Education)
5. Gupta C B. Gupta V- An Introduction to Statistical Method
6. Levin Rubin - Statistical for Management.
7. Cooper and Schneider, Business Research Methods.
8. Zikmund, Business Research Methods.

[Handwritten signatures and initials]

MEI-307: HEALTH INSURANCE & TPA

Course Objective: To familiarize the participants with concept of health insurance, its scope and applicability.

COURSE CONTENT

Unit-I: Health Insurance for Individual & Group: Standard/Individual, Floater, Critical illness, Cancer Insurance, Group Health insurance, Cradle care insurance, Road safety Insurance, Coverage's, Exclusions, limitations, terms & conditions, Role of Third Party Administrator for settlement of claim.

Unit-II: Special problems in Health Insurance: Adverse selection, moral hazard, co-variate risks, information gap problems; **Mediclaim Scheme:** Premium, Penetration, Problem in Coverage.

Unit-III: Insurances for Hospital/ Medical establishments: Health Insurance: Uni-Heart care insurance, Trauma care group insurance, Coverage's, Exclusions, limitations, terms & conditions.

Unit-IV: Liability Insurance: Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors, Medical establishments and Liability insurance for hospitals, Coverages, Exclusions, limitations, terms & conditions

Unit-V: Contemporary issues in Health Insurance: Foreign investment in Indian Insurance Sector, Insurance sector and supervisory approaches, Changing market structure and emerging opportunities, reforms and emerging economic environment for Health Insurance.

Recommended Books:

1. William S. Stenens: Health Insurance - Current Issues and Background, Nova Science Publishers.
2. M.N. Mishra and S.B. Mishra: Insurance - Principles and Practice, Sultan Chand and Sons.
3. T. Mahendran: Health Insurance Sector in India, Abhijit Publications.
4. Tom Sorell (ed.): Health Care, Ethics and Insurance, Routledge publications.
5. Emmett J. Vaughan & Theresa Vaughan: Fundamentals of Risk and Insurance, Wiley India.
6. P.S. Palande, R.S. Shah and M L Lunawat: Insurance in India - Changing Policies and Emerging Opportunities, Sag Publications.
7. K. C. Mishra and G. E. Thomas: General Insurance - Principles and Practices, Cengage Learning.

MEI-308: COMPREHENSIVE VIVA-VOCE

[Handwritten signatures and initials are present below the text, including names like 'Vishal', 'Ar', 'Mha', 'E', 'Rsu', 'R', 'L']

SEMESTER-IV

MHI 401: STRATEGIC MANAGEMENT IN HEALTHCARE

Course Objective: The objectives of this course are to enable students to have a good understanding of statistical tools and to develop capability in them to use these techniques for solving the problems faced by Hospital Administration. As with the concepts and Business Research the students will be able to plan, design and carry out business research using scientific methods and prepare research reports(s) / papers(s).

COURSE CONTENT

Unit I: Nature of Strategic Management: Dynamic environment in health care/ strategic management in health care industry/ strategic planning and strategy/Thinking map of strategic planning process in healthcare organizations/Situational analysis Benefits of strategic planning and mgmt./hierarchy of strategies.

Unit II: Understanding and Analyzing the External Environment: External nature of strategic management goals, and, limitations of environmental analysis, Components of General and Healthcare environment/Process of external environmental analysis.

Unit III: Service Area Competitor Analysis: Purpose of competitor's analysis Service Area competitor analysis.

Unit IV: Internal Environmental Analysis/Competitive Advantage: Value chain in healthcare, Components of value chain, Strategic thinking map and steps. Directional Strategies: Mission, Vision, Values and strategic goals. Developing Strategic Alternatives: Decision logic and strategic thinking map for strategy formulation.

Unit V: Evaluation of Alternative and Strategic Choice & Strategic Implementation:: TOWS matrix, PLC analysis, BCG Portfolio analysis, Space matrix. Implementing Strategy through value adding service delivery & their supporting strategies, implementing strategy through Unit Action Plans.

Recommended Books:

- 1.Kazmi Azhar - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.).
- 2.Cliff Bowman -- Business Policy and Strategy (Prentice Hall of India)
- 3.Lawrence R.Jauch., Glueck William F. -- Business Policy and Strategic Management (Frank Brothers

Handwritten signatures and initials:
A large signature on the left, followed by several initials and a large checkmark on the right.

MIH 402- REGULATIONS FOR HOSPITALS

Course Objective: To acquaint the students with existing and changing laws, bills and guidelines regulating hospital industry so that as hospital administrators could manage the industry with legal compliance regulating quality and pricing of hospital services in India. To enable them to develop the right perspective of this delicate responsibility to deal with Hospital Administration in a constructive manner.

COURSE CONTENTS:

Unit-I: Periodic Regulatory Requirements In Hospitals- Licenses and certificates required for hospitals. Periodic reports and returns for hospitals as a legal commitment like registration of births and deaths report, Annual income tax return, radiologist and ultrasound registered under PNDT Act etc. Law and ethics: meaning, concepts, principles. Laws pertaining to health: Central Births and Death Registration Act, 1969, MTP Act, 1971. Laws pertaining to establishment, registration and regulations of hospital

Unit-II: Transplantation of Human Organs Act, 1994, Medical negligence, medico legal case, dying declaration, euthanasia (mercy killing), diagnosis, Prescriptions and administration of drugs, post treatment services. Laws pertaining to manufacture and sales of drugs: Drugs and Cosmetics Act, 1940; Pharmacy Act, 1948; Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954; Poison Act, 1919

Unit-III: Hospital Acts: M. P. Nursing Home Act, 1972 (6) Clinical Establishment Act, 2010(8) Similar Legislations in Other States: Delhi nursing Home registration act, 1953, The Andhra Pradesh Allopathic Private Medical Care Establishments (Registration and Regulation) Rules, 2007, Bombay Nursing Homes Registration Act, 1949, Chhattisgarh nursing home rules, 2013, Chhattisgarh Nursing Home & Health Care Establishment Act, 2007

Unit-V : Liability of hospitals, contractual liability, award of damages and compensation, defenses Available to hospitals and medical staff. tortious liability and vicarious liability. Legal remedies available to patients, remedies under Consumer Protection Act, 1986.

Unit-VI: Legal implications related to establishment and maintenance of Blood Bank. Legal implications related to ultra-sonography: PNDT Act. Legal implications related to radio-diagnostic installations, Atomic Energy Regulations. Hospitals and labour enactments: Hospital as an industry; unrest in hospitals; dispute settlement mechanism; arbitrates, conciliations and adjudication of disputes

Recommended Books:

1. Law & Ethics in Nursing & Health Care, Nelson Throne
2. Law and Medical Profession - Eastern Law Book Co.
3. Related Acts - Kamal Law Book House

[Handwritten signatures and initials]

MHL 403: CORPORATE GOVERNANCE

Course Objective: The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling such that to equip the students with valuable skills, techniques and strategies in counseling.

UNIT I: Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

UNIT II: Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation Best Practices in Negotiation -- Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415).

UNIT IV: International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

UNIT V : Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling - Trends, Role of a Counsellor and Model of Conselling.

Recommended Books:

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Welfel. Patternson - The Counselling Process, A Multi theoretical Integrative Approach (Thomson india, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

[Handwritten signatures and initials are present in the bottom right section of the page, including 'Bly', 'Ch', 'R', 'M', 'A', 'S', and 'J']

MHI 404: ENTREPRENEURSHIP

Course Objective: The objective of the course is to acquaint the students with Entrepreneurship and its relevance to managerial decision making.

COURSE CONTENT

Unit-I: Entrepreneur: Concept, Nature, definition, characteristics, functions, kinds, role, difference between entrepreneur & manager

Unit-II: Entrepreneurship: Concept, Nature, definition, characteristics, importance, role of entrepreneurship in development of economy, ethical dimensions. Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of social behavior

Unit-III: Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International. Entrepreneurship Development Programs, Industrial sickness in small business enterprises: Definition, Magnitude, Criteria of identification, Causes, steps for revival, SICA, Choice of Organization: Sole Proprietorship, Partnership, Joint stock co., Co-operative Strategic Management in Small Business Enterprises: Strategies for Growth, Stability, Merger, Diversification, Acquisition, Joint venture, conglomeration, New frontiers of Entrepreneurship.

Unit-IV: Women entrepreneur: Nature, Definition Features, Indian perspective, Govt. policy support, Environment, challenges & strategies for empowerment

Unit-V: Entrepreneurship Strategies & Policies: Need and types of business strategies, Concept of Entrepreneurial strategies, Need for effective Entrepreneurial policy Factors governing entrepreneurial competences, Creativity and innovation, Entrepreneurs: Concept, features, rationale, distinction with Entrepreneurship, factors of success Institutes supporting small business enterprises: Central level, State level, Others.

Recommended Books :

1. Entrepreneurship & Small Business Management by M.B. Shukla
2. Entrepreneurship development Small Business Enterprises - Poornima M Charantimath
3. Entrepreneurship development - R.K. Suri

[Handwritten signatures and initials]

Handwritten signatures and initials are present at the bottom of the page, including a large signature on the left, a signature on the right, a signature below the right one, and a signature at the bottom center.

MHI-401-MAJOR RESEARCH PROJECT

NOTE-STUDENTS WILL CHOOSE AREA OF THEIR INTEREST AND AS PER PLACEMENT AND GUIDE AND MAKE A SPECIALITY RESEARCH PROJECT

R.No.	NAME OF CANDIDATE	PRESENTATION	VIVA-VOCE	DISSERTATION	TOTAL MARKS	MARKS IN WORDS
		100	100	200	400	

Handwritten signatures and initials:
Ment
Ch,
E
A
A
A
A

PERFORMANCE MANAGEMENT Course Objective The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

COURSE CONTENT:

Unit I: Performance Management Conceptual Frame Work Introduction to Performance Management, nature, scope, importance, process of Performance Management, Link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management.

Unit II: Performance Appraisal System-Meaning, Features and Objectives of Performance Appraisal- Factors affecting Performance Appraisal- Benefits of Performance Appraisal- Problems with Performance Appraisal- Essentials of a Good Appraisal System- Evaluation of a Performance Appraisal System.

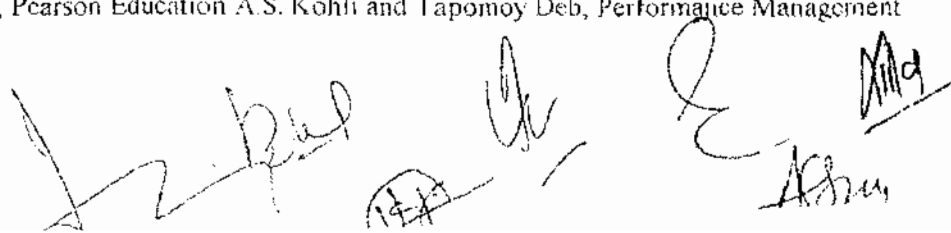
Unit III: Appraisal Methods on the basis of approaches - Ranking-Forced Distribution-Paired Comparison-Check List- Critical Incident-Graphic Rating Scale- BARS-MBO-Human Resource Accounting. - 360 degree Feedback- Definition & Uses of 360 degree feedback- Rationale for 360 degree feedback- Scope of application in various industries - Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal -Requirements for an Effective Potential Appraisal system-Performance Appraisal and Potential Appraisal.

Unit IV: Model and Process of Performance Management-Performance Management Cycle- Role Definition-Personal Development Plan-Performance Agreement- performance Review- Balance Scorecard approach to PMS, Benchmarking process, industry best practice.

Unit V : Performance Management Application & Improvement: Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counselling- Concept, Principles and Skills competency based Performance Management Performance Management linked Reward Systems Types of pay for Performance Plans - Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Recommended Books:

1. Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.
Murphy and Cleaveland: Performance Appraisal, Sage Publication Chadha:
2. Performance management, Excel Books Hartle: Transforming Performance Management Process, Kogan page. Srinivas R. Khandula:
3. Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India Herman Aguinis:
4. Performance Management, Pearson Education A.S. Kohli and Tapomoy Deb, Performance Management OXFORD University Press

The bottom of the page features several handwritten signatures and initials in black ink. From left to right, there is a large, stylized signature, a smaller signature, a set of initials, and another signature that appears to be 'Ashu'.