

Dr. B. R. AMBEDKAR OPEN UNIVERSITY, HYDERABAD

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT

DEPARTMENT OF BUSINESS MANAGEMENT

**MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL AND HEALTHCARE MANAGEMENT)
[MBA (HHCM)] PROGRAM**



PROGRAM GUIDE

ACADEMIC YEAR 2024-25

EDUCATION AT YOUR DOORSTEP

Dr. B. R. AMBEDKAR OPEN UNIVERSITY
Prof. G. Ram Reddy Marg, Road No. 46, Jubilee Hills, Hyderabad

DEPARTMENT OF BUSINESS MANAGEMENT

**MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL AND HEALTHCARE MANAGEMENT)
[MBA (HHCM)] PROGRAM**

in collaboration with
APOLLO INSTITUTE OF HEALTH CARE MANAGEMENT (AIHCM),
KIMS SCHOOL OF HEALTH CARE MANAGEMENT
and
DEPT. OF HOSPITAL MANAGEMENT, DAR-US-SALAM EDUCATIONAL TRUST



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S.NO	CONTENTS	Page No.
I)	About the University	4
II)	Institutional Mission and Mandate	4
III)	Faculty of Commerce & Business Management	4
IV)	Department of Business Management	5
V)	MBA (Hospital And Health Care Management) Program	5
VI)	Program Learning Objectives	6
VII)	Program Learning Outcomes and Specific Outcomes	6
VIII)	Program Structure	7
IX)	Program Centres	8
X)	Intake for the Program	9
XI)	Duration of the Program and Medium of Instruction	9
XII)	Program / Tuition Fee	9
XIII)	Admission Requirements, Eligibility and Admission Rules	9
XIV)	Pattern and Syllabus of BRAOUMBA Entrance Test	11
XV)	Instructions to Fill BRAOUMBAET Application Form	11
XVI)	Admission Counseling	12
XVII)	Program Delivery Mechanism	13
XVIII)	Evaluation System	14
XIX)	Award of Letter Grades and Grade Points	15
XX)	Internship Guidelines	17
XXI)	Project Work Guidelines	17
XXII)	Career Opportunities	17
XXIII)	Registration for II Year of MBA (HHCM) Program	17
XXIV)	Contact Details	18
XXV)	Annexures 1) Course Structure and Detailed Syllabus 2) Syllabus of BRAOU MBA (HHCM) ET 3) Internship Guidelines 4) Project Work Guidelines	19

MBA (HOSPITAL AND HEALTH CARE MANAGEMENT) PROGRAM

I) ABOUT THE UNIVERSITY

Dr. B. R. Ambedkar Open University, formerly known as Andhra Pradesh Open University, is the first Open University in India established by an Act of State Legislature in 1982 in Andhra Pradesh representing a unique system of Open Learning. The University serves the objective of democratization of higher education and the ideals of continuing education. Without any restrictions of age, gender and occupation, the University extends educational opportunities to the people in all walks of life. The University offers various Certificate, Diploma, Under Graduate, Post Graduate and Research programmes through the Faculties of Arts, Commerce, Education, Sciences and Social Sciences with an annual enrolment of over one lakh students. The headquarters of the University, which is operating through a wide network 103 Study Centres, including 10 RCCs, spread throughout the State of Telangana, is located in Hyderabad. All the programmes are recognized by UGC and the Distance Education Bureau (DEB), New Delhi.

II) INSTITUTIONAL MISSION AND MANDATE

- a) To provide educational opportunities to those who could not take advantage of conventional institutions of higher learning;
- b) To provide equality of educational opportunities for higher education of large segments of the population, including those in employment, women (including housewives) and adults who wish to upgrade their education or acquire knowledge in various fields through distance education;
- c) To provide flexibility with regard to eligibility for enrolment, age of entry, choice of courses, methods of learning, conduct of examinations and operation of the programs;
- d) To complement the programs of the existing universities in the States of Telangana and Andhra Pradesh in the field of higher learning, so as to maintain the highest standards on par with those of the best universities in the country;
- e) To promote integration within the state through its policies and programs;
- f) To offer degree courses and non-degree certificate courses for the benefit of the working population in various fields and for the benefit those who wish to enrich their lives by studying subjects of culture and aesthetic value;
- g) To make provision for research and for advancement and dissemination of knowledge; and
- h) To serve as a source of continuing education, consultancy and to provide equal access to knowledge and higher education.

III) FACULTY OF COMMERCE AND BUSINESS MANAGEMENT

Faculty of Commerce & Business Management comprises two Departments, namely, Commerce and Business Management. The Faculty has started its journey about 40 years back with the launching of B.Com Degree Programme in 1983 and since then it has been making constant efforts to excel in the field of Commerce and Management Education. The Faculty offers programmes at under-graduate and post-graduate level, in addition to few post-graduate diploma and certificate level programmes. Further, the Faculty offers Research programmes of M.Phil. and Ph.D. in both Commerce and Business Management. In addition, the members of Faculty of Commerce and Business Management are actively engaged in research activities.

The Faculty is also planning to launch Bachelor of Business Administration (BBA) and few other Diploma and Certificate Level Programmes in the areas of Banking and Insurance, Retail Management, GST, etc., in near future.

IV) DEPARTMENT OF BUSINESS MANAGEMENT

Programs offered by the Department of Business Management, at present, are:

- Certificate in NGO Management (CNGO);
- Diploma in Financial Management (DFM);
- Diploma in Marketing Management (DMM);
- Diploma in Human Resource Management (DHRM);
- Diploma in Operations Management (DOM);
- Master of Business Administration (MBA);
- Master of Business Administration [MBA (HHCM)]; and
- Research Program - Ph.D.

Master of Business Administration (MBA) Programme is a two-year programme offered through Semester-Mode with Credit-System, with specializations in the areas of Finance, Marketing, Human Resource and Operations Management.

Diploma in Financial Management (DFM), Diploma in Marketing Management (DMM), Diploma in Human Resource Management (DHRM) and Diploma in Operations Management (DOM) are one-year programmes offered through Semester-Mode with Credit-System. Candidates who hold a Bachelor's Degree in any discipline from any Indian University recognized by the UGC (OR) who completed Chartered Accountancy / Cost Accountancy / Company Secretary from the Institute of Chartered Accountants of India (ICAI) / Institute of Cost Accountants of India (ICAI) / Institute of Company Secretaries of India (ICSI) are eligible to seek admission into the Programmes.

Certificate in NGO Management (CNGO Management) is one of the programs offered by the Department of Business Management. The main motive behind starting this program is to create an awareness and understanding in the learners about the role played by the Non-Governmental Organizations (NGOs) for the upliftment of the society, management and functioning of NGOs, source of finance to them, etc. The program was targeted to improve the managerial skills of the individuals who are working and / or wish to work for NGOs. The program is being offered through Telugu Medium. Minimum duration of the program is Six (06) months and the maximum duration is One (01) year.

V) MBA (HOSPITAL AND HEALTH CARE MANAGEMENT) PROGRAM

Health care is one of the fastest-growing and largest service sectors in India. Existing health care organizations are expanding their operations by offering new services and by opening branches in new areas. Organizations are entering with state of art equipment, latest technology and marketing strategies. Consequently, competition in the health care sector is increasing day-by-day. On the other hand, thanks to Information Technology, awareness and demands of the patients are also increasing. They demand timely and patient-centered services at reasonable prices. Satisfying the patients is one of the important challenges faced by the health care sector. Hence, the providers need to be more innovative in their approach and offer quality services at competitive prices. They are, therefore, constantly confronting with the challenges to ensure cost-effective quality care at affordable prices. Already there is a dearth of

trained and skilled professionals to manage the health care organizations effectively and efficiently. Besides, India is also eyeing on the global health care market to emerge as one of the possible destinations for international patients. All this necessitates a specially trained cadre of professional management graduates in health care. MBA (Hospital & Health Care Management) is one of such programs designed and offered by the Department of Business Management of Dr. B. R. Ambedkar Open University to reduce the gap between the demand and supply of the human resource requirements of health care organizations at least to some extent. The Program aims at adopting a synergistic blend of academic knowledge and practical intricacies of the field to create professionals adept at identifying practical problems and using time tested and emerging managerial techniques to arrive at the most appropriate solutions. The University is offering the Program in collaboration with three prestigious institutions in the field, viz., Apollo Hospital Educational and Research Foundation (AHERF), Hyderabad, KIMS School of Health Care Management, Secunderabad and Department of Hospital Management, Dar-Us-Salam Educational Trust, Hyderabad.

VI) PROGRAM LEARNING OBJECTIVES

The rationale behind offering MBA (HHCM) Program is to train the students as hospital and health care administrators with required theoretical and practical inputs. Other objectives of the Program are to:

- a) Enable the students to learn nuances of Hospital and Health Care Management from their individual and collective learning experiences;
- b) Develop the ability of the students to think analytically and train them to face the challenges in the real situations;
- c) Develop the capabilities / understanding and creative thinking levels of the students by involving them in various practical-oriented activities like hospital visits, internship, project work, etc.;
- d) Develop and groom the students as health care management professionals with required knowledge, skills and expertise suited to various organizations in health care sector.

VII) PROGRAM LEARNING OUTCOMES AND SPECIFIC OUTCOMES

Program Learning Outcomes: On successfully completing the Program the students should be able to:

PO1: Acquire an understanding of the concepts, theories, processes, functions, laws, tools and techniques and practices relating to the administration of the health care organizations and to health care delivery systems.

PO2: Demonstrate leadership, communication and relationship management skills for managing a health care organization.

PO3: Apply the principles, methods, tools/ techniques relating various disciplines including finance, accounting, marketing, economics, management, information technology, quantitative methods, operations research, strategic management, etc., for successful administration of health care organizations.

PO4: Apply management principles and processes for making judicious/rational managerial decisions.

Program Specific Outcomes: Specific outcomes of the Program are:

PSO1: Apply the knowledge of General Management, Organizational Behaviour, Economics, Accounting, Finance, Marketing, HR, Quantitative Techniques, Operations Research, Strategic Management, etc., to identify and solve complex problems in Health Care Organizations (HCOs).

PSO2: Employ the knowledge gained through the study of Hospital Planning and Operations Management and other related courses in planning and designing the HCOs by following the standards, rules and regulations established by various regulatory bodies, laws, etc.

PSO3: Initiate measures to follow patient-centered approach in HCOs to offer quality services at competitive prices, in addition to taking various measures to assure Total Quality Management in the operations of HCOs.

PSO4: Employ appropriate skills relating to the Information and Technology Systems, Health Care Data Analytics, materials management, management of drugs, equipment and technology, etc., for effective and efficient management of HCOs.

PSO5: Follow the ethical principles and standards while dealing with different issues like medico-legal cases, confidentiality of patient information, clinical research, etc.

PSO6: Handle emergency situations / disasters carefully; Comply with the legal provisions established by various laws concerned, follow the rules, regulations and standards spelt out by various regulatory authorities, including accreditation bodies; and Communicate effectively with different stakeholders of health care sector and act as a liaison between various stakeholders in a health care setups.

PSO7: Take required care and measures while handling the health care wastes, while dealing with medical tourists, while counseling the clientele on insurance and other issues.

PSO8: Become more practical-oriented with the knowledge gained through hospital visits, project works, internship, etc., underwent by them as part of their studies.

VIII) PROGRAM STRUCTURE

MBA (HHCM) Program is being offered by Dr. BRAOU since the academic year 2008-09. The structure of the Program was thoroughly revised during the academic year 2019-20, in addition to introducing Credit System to the Program. MBA (HHCM) is a two-year program, divided into four semesters. In addition to the theory-based courses, to achieve the objectives of the Program, practical-oriented courses, hospitals visits, project work, internship, etc., are given special focus and are included in the Program structure.

Based on the performance, Grade Points will be awarded to the students who clear all the required courses to get the Degree from the University. Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) will be calculated as per the procedure laid down by the University.

STRUCTURE OF MBA (HHCM) PROGRAMME (w.e.f. 2019-20 academic year)	
FIRST YEAR	SECOND YEAR
<p><u>SEMESTER – I</u></p> <p>1. Management and Organizational Behaviour (5) 2. Statistics for Management (5) 3. Hospital Planning and Operations Management (5) 4. Financial Accounting (3) 5. Communication Skills for Health Care Managers (3) 6. Human Biology and Medical Terminology (3) 7. Epidemiology & Health Care Policy (3) 8. Health Care Organizations Visits * (5)</p> <p style="text-align: center;"><i>[Total No. of Credits: 32]</i></p>	<p><u>SEMESTER – III</u></p> <p>1. Supply Chain Management (5) 2. Total Quality Management & Accreditation (5) 3. Drugs, Equipment and Technology Management (5) 4. Cost and Management Accounting (3) 5. Statutory and Regulatory Compliance (3) 6. Hospital Risk & Disaster Management (2) 7. Strategic Management (3) 8. Ethics in Health Care Management (2)</p> <p style="text-align: center;"><i>[Total No. of Credits: 28]</i></p>
<p><u>SEMESTER – II</u></p> <p>1. Human Resource Management (3) 2. Operations Research (4) 3. Patient Care Management (5) 4. Financial Management for Health Care Organizations (3) 5. Health Economics (3) 6. Health Care Services Marketing (3) 7. Health Care Information & Technology Systems (5) 8. Medical Tourism (2)</p> <p style="text-align: center;"><i>[Total No. of Credits :28]</i></p>	<p><u>SEMESTER – IV</u></p> <p>1. Health Insurance (3) 2. Health Care Analytics (4) 3. Entrepreneurship & Health Care Consultancy (3) 4. Health Care Waste Management (2) 5. Internship** (6) 6. Project Report (6) 7. Viva-Voce (3)</p> <p style="text-align: center;"><i>[Total No. of Credits: 27]</i></p>
Total No of Credits: 115 (32+28+28+27)	Total Marks: 2300 (640+560+560+540)

Notes: (1) Figures in brackets indicate the Number of Credits assigned to the Course and each Credit carries a weightage of 20 Marks.

(2) * HC Organizations Visits: 60 Marks; Report: 20 Marks and Presentation: 20 Marks.

(3) ** Student shall undergo internship in any selected hospital for a period of two and half months and submit 'Internship Completion Certificate' to the Program Centre.

Detailed course structure and syllabus are given in Annexure – 1.

IX) PROGRAM CENTRES

MBA (HHCM) Program is being offered in collaboration with three prestigious institutions in the field, namely - Apollo Institute of Health Care Management (AIHCM), Hyderabad, KIMS School of Health Care Management, Secunderabad and Department of Hospital Management, and Dar-Us-Salam Educational Trust (DET), Hyderabad.

Apollo Institute of Health Care Management (AIHCM) was established in 2008. It is sponsored by Apollo Hospitals Educational & Research Foundation (AHERF). The Institute is dedicated to developing and nurturing health care management professionals through quality education, training, research and institutional networking. Located within the sprawling campus of Apollo Health City, Asia's First Health City, in Hyderabad, the Institute shares a symbiotic existence with reputed Health Care Institutions in the campus.

KIMS School of Health Care Management offers Management and health-care programs under KIMS Educational Society, a society incorporated under the provisions of the Societies Registration Act 1860 for the management of educational institutions and conduct courses on

disciplines including medical, technical and management in India. KIMS School of Health Care Management offers MBA (HHCM) Program at KIMS Hospital headquarters located in Secunderabad.

The Dar-Us-Salam Educational Trust (DET) was established in 1974 with its headquarters in Hyderabad. The Trust is a policy making body established and developed several educational institutions and hospitals to promote education, training and employment for youth from Muslim minority community. The trust acts as a council for the development of all its institutions assisted by the heads of the institutions. The trust is energetic and eager to engage more creative minds in the quest of knowledge for the improvement of society both materially, humanistically and to choose focus in the fields of Medicine, Para-Medical, Hospital Management, Engineering & Technology, Business Management, Pharmacy and Architecture disciplines to enhance quality in present economic scenario. MBA (HHCM) Program will be offered through the Department of Hospital Management, enriched with experienced and qualified faculty, functioning in Owaisi Hospital Campus.

X) INTAKE FOR THE PROGRAM

Intake is 180 seats under Convener Quota, excluding 30% under ‘Sponsored Category’ at each Program Centre. The centre-wise seats allotment is stated below:

Centre Code	Name of the Centre	Convener Quota
981	AIHCM	60
982	KIM	60
983	DET	60

XI) DURATION OF THE PROGRAM AND MEDIUM OF INSTRUCTION

The minimum duration of this Masters Program is two years, with two semesters in each academic year. However, the student will be permitted to complete the program within a maximum period of four academic years (from the year of taking admission). The medium of instruction for the study and for examinations is **English** only.

XII) PROGRAM / TUITION FEES

1. **Convener Quota:** Tuition Fee is Rs. 1,40,000/- **payable in two equal installments** (Rs.70,000/- each) in first and second year of the program to Dr. BRAOU, Hyderabad.
2. **Sponsored Quota:** Tuition Fee of Rs. 1,80,000/- **payable in single installment** to Dr. BRAOU, Hyderabad.
3. In addition to the above tuition fee, all the students admitted should pay a sum of Rs. 10,000/- (i.e., Rs. 5,000/- Special Fees and Rs. 5,000/- Caution Deposit for Library & Lab) at the time of admission to the respective Program Centres, which is non-refundable.
4. Examination Fee has to be paid at the end of every semester as per the norms of the University.

XIII) ADMISSION REQUIREMENTS, ELIGIBILITY AND ADMISSION RULES

A) ADMISSION REQUIREMENTS

The University admits students into the MBA (HHCM) Program through the following two methods:

- (1) Candidates qualified in the **ICET (Integrated Common Entrance Test for MBA & MCA)** conducted by Telangana Government (TGICET); and
- (2) Candidates qualified in the **BRAOU MBA (HHCM) Entrance Test (BRAOU MBA (HHCM) ET)** conducted by Dr. B. R. Ambedkar Open University.

Important Notes:

- (i) Candidates wish to appear for **BRAOU MBA (HHCM) ET – 2024** shall visit the BRAOU Website portal (www.braou.ac.in / <https://www.braouonline.in>) and apply for the same.
- (ii) Candidates qualified in TGICET are also eligible to take admission into the MBA (HHCM) Program.
- (iii) Qualifying marks in **BRAOU MBA (HHCM) ET - 2024** is 25 per cent and no minimum marks are prescribed for SC/ST candidates (on par with ICET Guidelines).
- (iv) Candidates qualified in TGICET need not appear for BRAOU MBA (HHCM) ET. They can seek admission into the MBA (HHCM) Program by attending the Admission Counselling conducted by the University on the specified dates.
- (v) Rank obtained in both the ICET and BRAOU MBA (HHCM) ET in an academic year are valid for admission to MBA (HHCM) Program in the respective academic year only.
- (vi) **Candidates who have satisfied the Eligibility Criteria stated below are only eligible to appear for ICET / BRAOU MBA (HHCM) ET.**

B) ELIGIBILITY

The MBA (HHCM) Program is open to all citizens of India (both to the fresh graduates as well as in-service candidates), who possess a Bachelor's Degree in any discipline (except Fine Arts and Oriental Languages) from a recognized university with a minimum of **50% marks (45% in case of reserved categories of SC, ST and BC)** in the qualifying examination.

C) ADMISSION RULES

- (a) The rank secured in the **TGICET** conducted by both Telangana Government / **BRAOU MBA (HHCM) ET** (conducted by Dr. B. R. Ambedkar Open University) is the basis for the admission into MBA (HHCM) Program;
- (b) There is a limit on the intake into the Program as stated above;
- (c) Candidates qualified in the TGICET or BRAOU MBA (HHCM) ET shall attend the **Admission Counselling** as per the Schedule announced by the University, along with all the required original documents;
- (d) Candidates can opt for any of the three Program Centres, where MBA (HHCM) is being offered. However, the University reserves the right in the allotment of candidates to the Program Centres;
- (e) Government rules and regulations pertaining to reservation of seats in universities are applicable for giving admissions; and
- (d) The University reserves the right to give an admission or not to a candidate.

XIV) PATTERN AND SYLLABUS OF THE BRAOUMBA ENTRANCE TEST

The BRAOUMBA Entrance Test (BRAOUMBAET) consists of 100 questions of two marks each in the following topics / areas:

Topics	No. of Questions	Total Duration of the Test
Section-A: Analytical Ability		
1. Data Sufficiency	10	
2. Problem Solving	25	
Section-B: Mathematical Ability		
1. Arithmetical Ability	20	
2. Algebraically and Geometrical Ability	15	
3. Statistical Ability	5	1 1/2 Hours (90 minutes)
Section-C: Communication Ability		
1. Vocabulary	5	
2. Business and Computer Terminology	5	
3. Functional Grammar	10	
4. Reading Comprehension		
TOTAL	100	

- **Total No. of Questions:** 100
- **Total No. of Marks:** 200 (2 Marks for Each Question)
- **Language:** The Question Paper is in Bilingual (English & Telugu).
- **Mode of Entrance Test:** OFFLINE
- **Qualifying Marks:** Qualifying marks in **BRAOU MBA (HHCM) ET-2024** is 25 per cent and no minimum marks are prescribed for SC/ST candidates (On par with ICET Guidelines). There are no 'Negative Marks'.

Notes: (a) Syllabus for the BRAOU MBA (HHCM) ET is given in Annexure – 2.

(b) Model Question Paper of BRAOU MBA (HHCM) ET will be uploaded in the University Website.

XV) INSTRUCTIONS TO FILL BRAOUMBAET APPLICATION FORM

- Candidates wish to appear for BRAOU MBA (HHCM) ET shall enter the portal of BRAOU - [www.http://braouonline.in](http://braouonline.in) and click on 'Application for BRAOU MBA (HHCM) ET-2024';
- Before starting filling the Application Form, you are advised to keep all the documents and also latest photo ready;
- Make a note that the personal details / credentials once entered can't be altered. Hence, you are advised to fill the Application Form carefully;
- Fill the application form carefully, pay the Registration Fee, upload the Photo and submit the application form.
- Read and fill all the columns carefully;
- Give the correct information while filling the Application Form.

Important Notes:

- (a) Mere filling the Application Form won't give any right to candidates to appear for BRAOU MBA (HHCM) ET. Candidates shall pay the Registration Fee, fulfill all the other formalities required and submit the Application Form. Candidates who **SUBMIT** the Application Form can only appear for the Entrance Test.
- (b) Candidates born on or before 01.06.2004 are only eligible to appear for BRAOU MBA (HHCM) ET.
- (c) Candidates shall fill all the mandatory fields.
- (d) Candidates who satisfy the Eligibility Criteria stated above are only eligible to appear for the Entrance Test.
- (e) Candidates appeared for the final semester examinations of the 'qualifying examination' and waiting for the declaration of results are permitted to appear for BRAOU MBA (HHCM) ET at their own risk. After the declaration of results, such candidates who satisfy the Eligibility Criteria can only seek admission into the Program.
- (f) Please make a note that the Registration / Application Fee once paid will not be refunded.

Applicants are once again requested to keep in mind that those who fill the Application Form completely, pay the Registration Fee, and SUBMIT it can only appear for BRAOU MBA (HHCM) ET – 2024.

XVI) ADMISSION COUNSELLING

Candidates qualified in the TGICET conducted by the Telangana Government (OR) in the BRAOU MBA (HHCM) ET can seek admission in to the MBA (HHCM) Program. Such candidates shall attend the **Admission Counselling** that will be held at the University headquarters, Hyderabad. The following certificates are to be submitted at the time of admission counseling along with two sets of photocopies and necessary fees and 5 Passport size photographs:

1. S.S.C / 10th Class Certificate for name and age proof;
2. Migration Certificate in case of candidates from other than Dr. BRAOU;
3. T.C. (Transfer Certificate i.e. college leaving certificate) from the college where the candidate studied last;
4. Memoranda of Marks of the qualifying examination;
5. Provisional Certificate or Original Degree Certificate of the qualifying examination;
6. Latest Social Category Certificate, if the seat is under reservation category such as ST, SC, BC;
7. Hall Ticket of TGICET – 2024 (or) BRAOU MBA (HHCM) ET – 2024.

Note: Admission Counselling is tentatively scheduled on 10th and 11th March, 2025. However, the Admission Counselling Schedule(s) will be uploaded in the University, in addition to issuing a Press Release. Hence, the candidates are suggested to visit the University Website (www.braou.ac.in / [www.http//braouonline.in](http://braouonline.in)) frequently and attend the Admission Counselling.

XVII) PROGRAM DELIVERY MECHANISM

The Program is delivered through printed course material, class room lectures (blended mode), case studies, field visits, project work, audio-visual presentations, group discussions, seminars and on-the-job training. Classes will be organized continuously for a period of 12 to 15 days in

each Semester and 75% attendance to the classes is compulsory. In addition to the course material and class room lectures, other facilities like Radio Lessons and Video Lessons are also extended to the students. They will be uploaded in the University Website / YouTube (the students can view / hear these lessons at their own pace / place / convenience).

**SCHEME TO CONDUCT CLASSES
I YEAR - FIRST SEMESTER**

Name of the Course	No. of Credits x No. of Hours Allotted to Each Credit	Total No. of Hours of Counselling Classes
1. Management and Organizational behaviour	5 x 3	15
2. Statistics for Management	5 x 3	15 (+3)
3. Hospital Planning and Operations Mgt.	5 x 3	15 (+2)
4. Financial Accounting	3 x 3	9 (+3)
5. Communication Skills for Health Care Managers	3 x 3	9
6. Human Biology and Medical Terminology	3 x 3	9 (+1)
7. Epidemiology and Health Care Policy	3 x 3	9
8. Hospital Visits	3 Days	

Note: Total No. of Hours = 90 (excluding Hospital Visits)

I YEAR - SECOND SEMESTER

Name of the Course	No. of Credits x No. of Hours Allotted to Each Credit	Total No. of Hours of Counselling Classes
1. Human Resource Mgt.	3 x 3	9 (+2)
2. Operations Research	4 x 3	12 (+3)
3. Patient Care Management	5 x 3	15 (+1)
4. Financial Management for HC Organizations	3 x 3	9 (+3)
5. Health Economics	3 x 3	9 (+1)
6. Health Care Services Marketing	3 x 3	9
7. Health Care Information and Technology Systems	5 x 3	15 (+2) (including Practicals)
8. Medical Tourism	2 x 3	6

Note: Total No. of Hours = 96

II YEAR - THIRD SEMESTER

Name of the Course	No. of Credits x No. of Hours Allotted to Each Credit	Total No. of Hours of Counselling Classes
1. Supply Chain Management	5 x 3	15
2. Total Quality Management	5 x 3	15

and Accreditation		
3. Drugs, Equipment and Technology Mgt.	5 x 3	15
4. Cost and Management Accounting	3 x 3	9 (+3)
5. Statutory and Regulatory Compliance	3 x 3	9 (+2)
8. Hospital Risk and Disaster Management	2 x 3	6
7. Strategic Mgt.	3 x 3	9 (+1)
8. Ethics in Health Care Management	2 x 3	6

Note: Total No. of Hours = 90

II YEAR - FOURTH SEMESTER

Name of the Course	No. of Credits x No. of Hours Allotted to Each Credit	Total No. of Hours of Counselling Classes
1. Health Care Analytics	4 x 3	12 (+3)
2. Entrepreneurship and Health Care Consultancy	3 x 3	9
3. Health Insurance	3 x 3	9
4. Health Care Waste Mgt.	2 x 3	6

Note: Total No. of Hours = 39 (Only four theory courses in 4th Semester)

***Internship:** Student shall do Internship in any selected hospital for a period of 10 weeks. In each semester, Guest Faculty (Practitioners) will be invited, in addition to the regular faculty of the partner institute, to give lectures to give more practical insights to the students.

XVIII) EVALUATION SYSTEM

Students shall clear both the Mid-Semester and Semester-End Examinations in each course and shall secure the required number of marks (separately for both Mid-Semester and Semester-End examinations) to clear that course. The weightage assigned to the Mid-Semester and Semester-End Examinations is 30% and 70% respectively. Maximum and minimum marks for each course, duration of the examination, etc., vary as per the number of credits assigned to the courses. Model examination question paper (for Semester-End Examinations) is provided at the end of the course material of each course.

In addition to the theory courses, the students shall attend Internship, submit Project Report and attend the Viva-Voce Examination and secure the minimum marks to clear them.

Final Grade Points and Letter Grade will be calculated and assigned to the students after clearing all the courses. Semester Grade Point Average (SGPA) will be calculated at the end of each semester based on the performance of the students in each course, and Cumulative Grade Point Average (CGPA) at the end of the Programme (i.e., after the student complete all the required number of courses to get the degree).

XIX) AWARD OF LETTER GRADES AND GRADE POINTS

Dr. BRAOU has introduced Credit-System to MBA (HHCM) Programme. In this regard, it is to clarify that it is not the Choice-Based Credit-System as the student has to study all courses compulsorily and it is only Credit-System introduced by the University. Credits are assigned to each course in the Program, including Hospital Visits, Internship, Project Report and Viva-Voce, and according to the University Policy each Credit carries a weightage of 20 marks.

The following are the rules and regulations relating to the computation of SGPA & CGPA and for the award of Final Grade to the students who fulfilled all the requirements for the award of MBA (HHCM) Degree by the University:

- A) It is 'Absolute Grading System', that is, marks will be converted into grades based on the performance of the students, both in Mid-Examinations and Semester-End Examinations of each Semester. The marks for mid-examinations and Semester-End Examinations will be added to convert into a Grade and later a Grade Point Average. There is no grade independently for Mid-Examinations and Semester-End Examinations.
- B) The student will get a Grade Sheet with total grades earned and a Grade Point Average.
- C) The performance of a student will be evaluated in terms of two indices, viz.
 - a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a Semester; and
 - b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.
- D) Marks / Grade / Grade Point w.e.f the academic year 2019-20 (10 Point Scale):

TOTAL NUMBER OF MARKS AND CREDITS: SEMESTER-WISE

SEMESTER	TOTAL MARKS	TOTAL NUMBER OF CREDITS
1 st Semester (Eight Courses)	640	32
2 nd Semester (Eight Courses)	560	28
3 rd Semester (Eight Courses)	560	28
4 th Semester (Seven Courses)	540	27
TOTAL	2300	115

Note: Student shall secure the minimum marks separately in Mid-Examinations and Semester-End Examinations, in addition to clearing Hospital Visits, Submission on Reports, Presentations, Internship, Project Report and Viva-Voce Examination.

AWARD OF LETTER GRADES AND GRADE POINTS

Range of Marks Obtained in a Course	Letter Grade	Explanation	Grade Point
85-100	O	Outstanding	10
70-84	A	Very Good	9
60-69	B	Good	8
55-59	C	Above Average	7
50-54	D	Average	6
40-49	E	Satisfactory	5
Less Than 40	F	Fail	0
Absent	Ab	Absent	---

E) Computation of SGPA: The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student. That is:

$$SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

F) Computation of CGPA: The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme. That is:

$$CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

Where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

G) The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the Memorandum of Marks.

H) Illustration of Computation of SGPA and CGPA

a) Illustration for SGPA: If a candidate secure different grades in different courses, the SGPA of each semester of the candidate is arrived as illustrated:

Course	No. of Credits	Grade Letter	Grade Point	Credit Points (Credit x Grade)
Course 1	5	B	8	$5 \times 8 = 40$
Course 2	5	C	7	$5 \times 7 = 35$
Course 3	5	B	8	$5 \times 8 = 40$
Course 4	3	B	8	$3 \times 8 = 24$
Course 5	3	C	7	$3 \times 7 = 21$
Course 6	3	B	8	$3 \times 8 = 24$
Course 7	3	B	8	$3 \times 8 = 24$
Course 8	5	B	8	$5 \times 8 = 40$
	32			248

Thus, $SGPA = 248 / 32 = 7.75$

Similarly, SGPA will be calculated for all the Semesters.

b) Illustration for CGPA:

Semester 1	Semester 2	Semester 3	Semester 4
Credits: 32	Credits: 28	Credits: 28	Credits: 27
SGPA: 7.75	SGPA: 8.71	SGPA: 7.98	SGPA: 8.23

Thus, CGPA = $(32 \times 7.75) + (28 \times 8.71) + (28 \times 7.98) + (27 \times 8.23) / 115 = 8.15$

(OR)

Semester 1	Semester 2	Semester 3	Semester 4
Credits: 32	Credits: 28	Credits: 28	Credits: 27
Total Credit Points: 248	Total Credit Points: 243.88	Total Credit Points: 223.44	Total Credit Points: 222.21

Thus, CGPA = $\frac{248.00 + 243.88 + 223.44 + 222.21}{32 + 28 + 28 + 27} = 937.53 / 115 = 8.15$

XX) INTERNSHIP GUIDELINES

An 'Internship' is a professional learning experience that offers meaningful, practical work related to a learner's field of study or career interest. An internship gives a learner the opportunity for career exploration and development, and to learn new skills. Students of MBA (HHCM) Program shall take up Internship during the IV Semester which carries a weightage of 6 Credits (120 marks). Students are advised to read the 'Internship Guidelines' carefully and proceed accordingly. These guidelines will be uploaded in the University Website separately. However, the Internship Guidelines are given in Annexure - 3 for your reference.

XXI) PROJECT WORK GUIDELINES

Students of MBA (HHCM) Program shall submit a Project Report at the end of IV Semester which carries a weightage of 6 Credits (120 marks). Students are advised to read the 'Guidelines for Preparing Project Report' carefully and proceed accordingly while working on the Project Report. These Guidelines, along with a list of suggested topics, will be uploaded in the University Website separately. However, the Guidelines for Preparing Project Report are given in Annexure - 4 for your reference.

XXII) CAREER OPPORTUNITIES

Health care is one of the fastest growing sectors in India. There are enormous career opportunities in this sector. The MBA (HHCM) program aims at preparing young and bright graduates for challenging careers in health care organizations like corporate hospitals, insurance companies, NGOs, Health Care Information Technology and public health organizations. Most of the students who are awarded with the degree are placed in prominent and reputed health care organizations. After completing the Program, the candidate can also turn himself or herself as a job-giver instead of a job-seeker.

XXIII) REGISTRATION FOR II YEAR OF MBA (HHCM) PROGRAM

There is no detention system for the students. Hence, whether the student clears all the I Year courses or not, he / she can register for II Year by paying the Tuition Fee, continue the studies and complete the Program within the stipulated duration / period.

XXIV) CONTACT DETAILS

If any further information is required, you are requested to contact the officers whose details are given below:

A) AT PROGRAMME CENTRES

- (a) **AIHCM:** The Director, Apollo Institute of Health Care Management (AIHCM), Apollo Health City Campus, Jubilee Hills, Hyderabad – 500096 (Ph. Nos. 040 – 23556850 / 23543269 / + 91 9849471651).
- (b) **KIMS:** The Principal, KIMS School of Health Care Management, KIMS Hospitals, Minister Road, Secunderabad – 500003 (Ph. No. 91 7337313091).
- (c) **DET:** The Principal, Department of Hospital Management, Dar-Us-Salam Educational Trust, Deccan College of Medical Sciences, P.O. Kancharbagh, DMRL 'X' Road, Santhosh Nagar, Hyderabad – 500058 (Ph. Nos. 040-24802632/ +91 9704009232).

B) AT UNIVERSITY HEADQUARTERS

- a) Academic Related Matters:
Head, Department of Business Management, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680440/441/443/453).
- b) Admissions:
Director, Learner Support Services Division, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680291/280).
- c) Course Material:
Director, Material & Publication Division, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680376/379/370).
- d) Examinations / Results:
Controller of Examinations, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680333/240/246/251).
- e) Video / Audio Lessons:
Director, EMRRC, Dr. BRAOU, Jubilee Hills, Hyderabad
(Ph: 040-23680320 / 326).
- f) Issue of Duplicate Id. Cards, and Re-admissions: Ph: 040-23680378 / 359 / 292.
- g) General Information: 040-23680333.
- h) Enquiry Services: If you want any information please contact:
Director (Academic): 040-23544741
Director (Learner Support Services): 040-23544986
Controller of Examinations: 040-23552840.

HELP DESK NUMBERS FOR ADVICE AND GUIDANCE
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738 29 29 570
738 29 29 580
738 29 29 590
738 29 29 600

XXV) ANNEXURES

ANNEXURE – 1: COURSE STRUCTURE AND DETAILED SYLLABUS

FIRST YEAR – I SEMESTER

MBA (HHCM) – 101: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

No. of Credits: 5

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the basic concepts, principles and functions of management, various aspects relating to organizational behaviour like individual and group behaviour, conflict and stress management, organizational dynamics, organizational change, their impact on organizational functioning, etc., to enable the students to manage the organizations effectively and efficiently.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concept, principles, functions of management, the evolution of management thought, importance and transition factors of hospital management, the concept, principles, dimensions of CSR and able to initiate measures for implementation various theoretical concepts in the management of Health Care Organizations (HCOs).

CO2: Learn in detail about Planning, Decision-Making and Management by Objectives, various concepts relating to Organizing like Organizational Structure, Departmentation, Span of Control, Delegation of Authority, etc., and apply the concepts, process, skills, etc., in practice.

CO3: Know the types, styles, and theories of leadership, process of controlling, various methods of control, the concept, principles, and techniques of co-ordination and able to apply the knowledge in their profession.

CO4: Acquire knowledge about the concepts of Organizational Behavior, perception, values, work dynamics, conflict management, stress, various models of OB, factors affecting perception, sources and types of conflicts, sources of stress, stress management techniques, etc., and able to design / execute appropriate measures to resolve the issues.

CO5: Gain knowledge about the concepts of organizational culture, organizational climate, change management process, reasons for resistance to change, contemporary issues in OB like the managerial, environmental, workplace and global challenges related to HCOs and able to demonstrate the knowledge in real life situations.

BLOCK – I: INTRODUCTION TO MANAGEMENT PROCESS

Unit – 1: Management: Principles and Functions

Unit – 2: Functional Areas in Managing a Hospital

Unit – 3: Corporate Social Responsibility

BLOCK – II: PLANNING AND ORGANIZING

Unit – 4: Planning

Unit – 5: Organizing – I

Unit – 6: Organizing – II

BLOCK – III: LEADERSHIP, CONTROLLING AND CO-ORDINATION

Unit – 7: Leadership

Unit – 8: Controlling

Unit – 9: Coordination

BLOCK – IV: ORGANIZATIONAL BEHAVIOR

Unit –10: Organizational Behaviour: An Introduction

Unit –11: Individual and Group Behaviour

Unit –12: Conflict Management

Unit –13: Stress Management

BLOCK – V: ORGANIZATIONAL DYNAMICS

Unit –14: Introduction to Organizational Dynamics

Unit –15: Organizational Change

Unit –16: Contemporary Issues in OB

Reference Books:

- 1) Syed Amin Tablish, Hospital & Health Services Administration Principles & Practice, Oxford University Press, New Delhi.
- 2) Koontz Harold & Heinz Weihrich – Essentials of Management, Mc Graw Hill International, New Delhi, 2004.
- 3) L.M. Prasad – Principles and Practice of Management, 6th Edition, Sultan Chand Publisher, New Delhi, 2001.
- 4) Elaine L. - Management in Health Care, McMillan Publishers.

MBA (HHCM) – 101: MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

BLOCK – I: INTRODUCTION TO MANAGEMENT PROCESS

Unit – 1: Management: Principles and Functions: Definition of Management- Nature of Management- Scope of Management - Concept and Importance of Management - Evolution of Management Thought - Principles of Management – Functions of Management – Process of Management.

Unit – 2: Functional Areas in Managing a Hospital: Significance of Hospital Management - Managerial Functions and their Applications in a Hospital - Responsibilities of a Hospital Manager - Transition Factors of Hospital Management.

Unit – 3: Corporate Social Responsibility: Definition of Corporate Social Responsibility (CSR) – Millennium Development Goals – Principles of CSR – Driving Forces of CSR – Dimensions of CSR – CSR in Hospitals.

BLOCK – II: PLANNING AND ORGANIZING

Unit – 4: Planning : Planning: Meaning and Definition – Types of Planning – Planning Process - Management by Objectives (MBO) – Decision Making - Importance of Planning and Decision Making in a Hospital – Applicability of MBO in a Hospital.

Unit – 5: Organizing – I : Concept of Organization – Organization Process - Nature of Organization - Principles of Organization - Organization Structure - Types of Organizational Structures – Departmentation: Meaning and Definition - Span of Control.

Unit – 6: Organizing – II : Centralization of Authority – Advantages and Disadvantages of Centralization - Decentralization of Authority - Advantages and Disadvantages of Decentralization - Line and Staff Relationships – Factors Influencing Decentralization – Delegation of Authority – Principles of Delegation of Authority - Delegation of Authority Vs. Decentralization – Tips to Make Delegation Effective.

BLOCK – III: LEADERSHIP, CONTROLLING AND CO-ORDINATION

Unit – 7: Leadership: Authority – Types of Leadership - Theories of Leadership - Styles of Leadership - Transactional Leadership and Transformational Leadership - Recent Trends in Leadership.

Unit – 8: Controlling: Characteristics of Control - Control Process – Importance of Control – Opposition of Control - Methods of Control – Requirements of Effective Control System.

Unit –9: Coordination: Nature of Coordination – Importance of Coordination Function - Principles of Coordination - Types of Coordination – Symptoms of Lack of Coordination - Techniques of Coordination.

BLOCK – IV: ORGANIZATIONAL BEHAVIOR

Unit –10: Organizational Behaviour: An Introduction: Nature and Scope of Organizational Behaviour - Models of Organizational Behaviour - Recent Trends in Organizational Behaviour.

Unit – 11: Individual and Group Behavior: Introduction to Personality – Determinants of Personality – Meaning and Definition of Perception – Factors Affecting Perception - Meaning and Definition of Values – Work Values – Meaning and Types of Groups – Group Dynamics – Kinds of Groups in Hospital - Work Teams.

Unit - 12: Conflict Management: Meaning and Definition – Conflict Management - Types of Conflicts - Sources of Conflict - Group Conflict.

Unit – 13: Stress Management: Nature and Definition of Stress - Source of Stress – Impact of Stress - Stress Management Techniques - Managing Work Place Dimensions.

BLOCK – V: ORGANIZATIONAL DYNAMICS

Unit – 14: Introduction to Organizational Dynamics: Organizational Culture: Meaning and Definition – Organizational Climate: Meaning and Definition - Distinction between Organizational Culture and Climate – How to Make Organization Culture More Effective?

Unit – 15: Organizational Change : Definition of Change Management – Nature of Change Process - Importance of Change – Types of Change - Reasons for Change in Organizations - Resistance to Change - Management of Change in Hospitals.

Unit – 16: Contemporary Issues in OB: Managerial Challenges - Workplace Challenges - Environmental Challenges - Global Challenges.

MBA (HHCM) – 102: STATISTICS FOR MANAGEMENT

No. of Credits: 5

Course Objective:

Broad objective of this course is to provide a detailed knowledge about statistical techniques, analytical reasoning, problem solving skills, research methodology, demography and hospital statistics etc., to enhance the decision making ability of health care managers.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Know the concepts and importance of statistics in business applications, data collection methods, descriptive statistics like measures of central tendency, measures of variation and skewness which find their application in statistical analysis of data.

CO2: Understand the concepts of correlation, regression, time series helps the health care administrator to focus on relation analysis and for predicting future trends.

CO3: Learn the concepts of probability, probability theories and probability distribution and able to identify the situations in health care where these concepts can be applied.

CO4: Acquire knowledge for doing research and aid in performing hypothesis testing studies for effective and efficient decision making.

CO5: Learn the importance of demographic studies, population explosion, trends, population statistics, vital statistics, get familiarity on national health policy, national and international health programmes and able to use the knowledge in their profession.

BLOCK – I: STATISTICAL DATA ANALYSIS

Unit - 1: Statistics: An Introduction

Unit - 2: Classification, Tabulation and Seriation of Data

Unit - 3: Measures of Central Tendency

Unit - 4: Measures of Variation and Skewness

BLOCK – II: CORRELATION AND REGRESSION

Unit -5: Correlation

Unit -6: Regression

Unit -7: Time Series

BLOCK – III: PROBABILITY

Unit -8: Probability - Concept and Theories

Unit -9: Discrete Probability Distributions

Unit -10: Continuous Probability Distribution - Normal Distribution

BLOCK – IV: SAMPLING AND RESEARCH METHODOLOGY

Unit -11: Research – Meaning and Process

Unit –12: Principles of Sampling

Unit -13: Methods of Data Collection

Unit -14: Testing of Hypothesis

BLOCK – V: DEMOGRAPHY AND HOPITAL STATISTICS

Unit -15: Demography

Unit -16: Vital Statistics

Reference Books:

1. Krishna Swamy O. R., Obul Reddy D., ‘Research Methodology and Statistical Tools’, (2012) Himalaya Publishing House, Bombay.
2. Gupta S. P., ‘Statistical Methods’, (2016) Sultan Chand, New Delhi.
3. Mahajan B. K., ‘Methods of Biostatistics’, (2010) Jaypee Brothers, Bangalore.
4. Sundar Rao P. N. S., Richard J., ‘An Introduction to Biostatistics: A Manual for Students in Health Sciences’, (1996) Prentice Hall, New Delhi.
5. Kothari C. R., ‘Quantitative Techniques’, (2000) Vikas Publishing House, New Delhi.
6. Negi K. S., ‘Biostatistics’, (2008) A.I.T.B.S. Publishers, New Delhi.

MBA (HHCM) – 102: STATISTICS FOR MANAGEMENT

BLOCK – I: STATISTICAL DATA ANALYSIS

Unit - 1: Statistics: An Introduction: Meaning and Classification of Quantitative Techniques (QT) - Statistics: Origin, Meaning and Definitions – Characteristics of Statistics – Functions of Statistics – Applications of Statistics - Limitations of Statistics – Data Collection – Planning the Statistical Enquiry – Concept of Data and Information.

Unit - 2: Classification, Tabulation and Seriation of Data: Editing of Data – Coding – Classification – Tabulation – Seriation – Basic Concepts – The Problem of Open End Classes – The Concept of Mid-Point - Cumulative Frequency Distributions.

Unit - 3: Measures of Central Tendency: Definitions – Objectives of Averages – Arithmetic Mean – Mathematical Properties of Arithmetic Mean – Merits and Limitations of Arithmetic Mean – Weighted Arithmetic Mean – Median – Other Positional Averages – Merits and Limitations of Median - Mode – Merits and Limitations of Mode - Inter- Relationship among Measures of Central Tendencies.

Unit - 4: Measures of Variation and Skewness: Definitions – Significance of Measures of Dispersion – Properties of Measures of Dispersion – Measures of Variation – Skewness.

BLOCK – II: CORRELATION AND REGRESSION

Unit -5: Correlation: Types of Correlation – Methods of Measuring Correlation – Probable Error and Standard Error of Coefficient of Correlation – Coefficient of Determination – Coefficient of Alienation – Spearman’s Rank Coefficient of Correlation – Concurrent Deviation Method.

Unit -6: Regression: Types of Regression - Distinction between Correlation and Regression – Regression Models – Regression Equations Method – Fitting a Straight Line – Standard Error of Estimate – Finding Correlation through Regression Coefficients.

Unit -7: Time Series: Definition – Objectives and Significance of Time Series Analysis - Components of Time Series – Decomposition of Trend – Secular Trend – Methods of Measurement of Trend – Conversion of Trend Equation.

BLOCK – III: PROBABILITY

Unit -8: Probability: Concept and Theories : Probability: Meaning – Definition - Importance of the Concept of Probability – Basic Terminology - Approaches to Probability – Basics of Set Theory – Theorems of Probability – Mathematics of Expectation – Permutations and Combinations.

Unit -9: Discrete Probability Distribution : Random Variable – Usefulness of Theoretical Distribution – Types of Probability Distribution - Binomial Distribution (B.D.) - Fitting a Binomial Distribution - Poisson Distribution (P.D.) - Fitting a Poisson Distribution.

Unit -10: Continuous Probability Distribution - Normal Distribution: Importance of Normal Distribution – Properties of Normal Distribution – Applications of Normal Distribution – Central Limit Theorem - Conditions of Normality - Standard Normal Distribution / Curve – Finding the Area under Standard Normal Curve – Finding the Expected Frequencies – Parameters of the Three Distributions.

BLOCK – IV: SAMPLING AND RESEARCH METHODOLOGY

Unit -11: Research - Meaning and Process: Definition – Characteristics of Research – Essential Features of a Good Research – Need for Business Research – Meaning of Business Research – Objectives of Business Research- Nature of Business Research- Importance of Business Research - Business Research Process - Uses of Research In Business – Limitations of Research in Business.

Unit – 12: Principles of Sampling : Meaning and Definition – Need for Sampling - Features of a Good Sampling – Advantages of Sampling – Types of Sampling - Probabilistic Sampling Methods - Non-Probabilistic Sampling Methods - Sample Design - Characteristics of Good Sample Design – Sample Size Determination – Sampling Distribution.

Unit -13: Methods of Data Collection : Sources of Data – Types of Data – Methods of Collecting Primary Data – Survey Method – Observation Method – Case Study Method – Interview Method – Other Methods of Data.

Unit -14: Testing of Hypothesis : Meaning of Hypothesis - Definition of Hypothesis - Types of Hypothesis - Characteristics of a Good Hypothesis - Hypothesis Testing Procedure – Type-I Error and Type-II Error – One-Tailed Test and Two-Tailed Test – Statistical Estimation – Point and Interval Estimation – Parametric and Non-Parametric Tests – Procedure for Point & Interval Estimation – Tests of Hypothesis – Sampling of Attributes – Z-Test for Large Variables – Student’s ‘t’ Distribution – ‘t’-Test for Mean of a Random Sample - ‘t’-Test for Two Independent Sample Means – ‘t’-Test for Dependent Sample Means – Chi-Square Test - Chi-Square for Attributes - Chi-Square for Goodness of Fit - Chi-Square for Population Variance - Yates’s Correction for Continuity.

BLOCK – V: DEMOGRAPHY AND HOPITAL STATISTICS

Unit -15: Demography : Demography-Meaning and Definitions – Importance of Demographic Studies – Population Explosion and Trends – Population Projection – Applications of Demography in Health Care - Demographic Cycle – Sources of Demographic Data – Demographic Indicators – Population Statistics.

Unit -16: Vital Statistics: Definitions of Vital Statistics - Healthcare and Hospitals: Statistical Applications – Sources of Health and Sickness Data – Health and Sickness Measurement - Disease and Death Burden on India – Sustainable Development Goals – National Health Policy – National Health Programs - International Health Agencies.

MBA (HHCM) – 103: HOSPITAL PLANNING AND OPERATIONS MANAGEMENT

No. of Credits: 5

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the evolution of HCOs, their role in health care management, different aspects involved in planning a hospital like In-patient, Out-patient and Support Services, health care operations management, etc., so as to enable the student to plan and manage the HCOs effectively.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the history, evolution, classification, changing concepts of HCOs, concept and role of Operations Management in HCOs, various approaches in health care management, role of hospitals in health care management and able to apply the knowledge in practice.

CO2: Learn the basics of hospital planning, architectural concepts, and also learn in detail about designing of facilities relating to out-patient, day-care, emergency and casualty services and able to apply the knowledge in designing health care facilities.

CO3: Know in detail about the hospital planning and architectural aspects relating to in-patient, ICU, operation theatre services and able to apply the knowledge in designing health care facilities.

CO4: Acquire a detailed knowledge about the hospital planning and architectural aspects relating to Diagnostics and Therapeutic Services, support and utility services, process flow of support services and able to apply the knowledge in designing and improving health care facilities.

CO5: Learn various operations management concepts relevant to the day to day processes of a hospital like productivity, work study, value analysis, outsourcing, and able to employ the knowledge and skills in their career.

BLOCK – I: HOSPITAL OPERATIONS AND EVOLUTION

Unit - 1: Evolution of Hospitals and Operations

Unit - 2: Health Care Management: Models and Approaches

Unit - 3: Role of Hospitals in Health Care Management

BLOCK - II: OPERATIONS PLANNING – OP SERVICES

Unit – 4: Health Care Facility Design

Unit - 5: Out-Patient and Day Care Services

Unit - 6: Casualty and Emergency Services

BLOCK - III: OPERATIONS PLANNING – IP SERVICES

Unit - 7: Inpatient Services

Unit – 8: ICU Services

Unit – 9: Operation Theatre Services

BLOCK- IV: SUPPORT SERVICE OPERATIONS

Unit -10: Diagnostics and Therapeutic Services

Unit -11: Support and Utility Services- I

Unit -12: Support and Utility Services- II

BLOCK - V: HEALTH CARE OPERATIONS MANAGEMENT

Unit - 13: Operations Management in Hospitals

Unit - 14: Productivity

Unit –15: Work Study, Work Management and Value Analysis

Unit - 16: Outsourcing

Reference Books:

- 1) Kunders G.D , Facilities Planning and Arrangement in Health Care Prison Books Pvt. Ltd. Bangalore, 2004
- 2) Joshi DC, Mamta Joshi, Hospital Administration, (Jaypee Brothers Medical Publishers P. Ltd., New Delhi)
- 3) Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi) References
- 4) Sakharkar B.M, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
- 5) Kunders G.D, Designing for Total Quality in Health Care (Prism Books Pvt. Ltd., Bangalore) 546 Textbooks
- 6) Shakti Gupta, Sunil Kant, Chandra Sekhar, Sidharth, Modern Trends in Planning and Design of Hospitals, Jaypee Brothers, New Delhi.

MBA (HHCM) –103: HOSPITAL PLANNING AND OPERATIONS MANAGEMENT

BLOCK – I: HOSPITAL OPERATIONS AND EVOLUTION

Unit - 1: Evolution of Hospitals and Operations: Definition of Hospital – Evolution of Hospitals - Changing Concepts of Hospitals - Types and Classification of Hospitals – Green and Clean Hospitals - Introduction to Operations Management - Operations Management – Manufacturing Vs. Service Organizations - Operations Management in Hospitals and Health Care Vs. Other Industries.

Unit - 2: Health Care Management: Models and Approaches : Management in Health Care Organizations: Introduction - Concept of Health Care Management – Management Approach in Hospital Vs. Manufacturing Sectors – Concepts of Health, Wellness and Illness – Models of Health and Illness – Dimensions of Wellness – Factors Affecting Health Status, Belief and Practices – Concepts of Illness and Disease – Approaches to Health Care - Environmental Safety in Hospitals.

Unit - 3: Role of Hospitals in Health Care Management: Meaning of Hospital Administration - Functions of Hospitals – Role of Hospitals and Peculiarities - Role of Hospital Administrator - Attributes and Skills of a Hospital Administrator - Hospital as a System – Hospital as a Community Institution – Changing Role of Hospitals – Challenges and Strategies.

BLOCK - II: OPERATIONS PLANNING – OP SERVICES

Unit – 4: Health Care Facility Design: Clinical and Supportive Services in Hospitals - Inter-Departmental Relations - Hospital Design Approach – Structuring Various Departments in a HCO – Facility Master Plan of Hospitals - Basic Principles in Designing the Hospitals – Size, Location and Master Plan – Planning for Growth and Change – Location Layout – Steps Involved in the Establishment of a Hospital – Trends in Planning and Designing Health Care Facilities.

Unit - 5: Out-Patient Department and Day Care Services: OPD and Day Care Centres: Meaning, Importance and Objectives – Types of OPD – Functions, Process and Organogram of OPD - Different Specialities at OPD – Planning and Designing of OPD – Physical Facilities Required in OPD - Equipment Required in OPD – Staffing Requirements for OPD - Policies, Procedures and Managerial Issues.

Unit- 6: Casualty and Emergency Services: Casualty and Emergency: Meaning - Emergency Department: Importance, Objectives and Functions – Types of Emergency Services - Triage – Location of Emergency Department – Planning and Designing of Emergency Department - Physical Facilities of Emergency Department - Equipment Requirements for Emergency Department – Staffing Requirement of Emergency Department - Ambulance Services - Process Flow – Emergency Preparedness – Policies, Procedures and Managerial Issues - Trauma Care Centre: An Introduction.

BLOCK - III: OPERATIONS PLANNING – IP SERVICES

Unit - 7: Inpatient Services: Inpatient Services - Functions of Inpatient Services – Process Flow - Types of Wards - Location – Size - Planning and Designing - Physical Facilities - Equipment – Staffing – Policies and Procedures - Managerial Issues.

Unit – 8: ICU Services: Intensive Care Unit (ICU) - Types of ICU and Staffing Pattern - Location of ICU – Size of ICU - Planning & Designing of ICU - Physical Facilities, Planning and Designing - Equipment Requirement – Staffing - Policies, Procedures and Managerial Issues - Process Flow.

Unit -9: Operation Theatre Services: Operation Theatre (OT) – Zoning of OT Complex – Classification of OT – Factors Influencing the Number of OTs - Location of OT – Size of OT - Planning and Designing of OT - Physical Facilities – Equipment Requirement in OT – Staffing - Policies, Procedures and Managerial Issues - Process Flow in OT.

BLOCK - IV: SUPPORT SERVICES OPERATIONS

Unit -10: Diagnostics and Therapeutic Services: Laboratory Services - Radiology Services - Pharmacy Services - Transfusion Services - Other Therapeutic Services.

Unit-11: Support and Utility Services - I: Front Office - Administrative Services - Medical Records Department - Central Sterile Supply Department - Linen And Laundry Services - Dietary Services - Housekeeping Services.

Unit 12: Support and Utility Services - II: Security Services – Hospital Stores – Engineering Services – Heating Ventilation and Air Conditioning – Medical Gases – Transportation (Ambulance) Services - Lift and Internal Transport Services – Mortuary Services - Importance of OM in HCO.

BLOCK - V: HEALTH CARE OPERATIONS MANAGEMENT

Unit- 13: Operations Management in Hospitals: Hospital Process - Operations Management Goals in Hospitals - Parts of Operations Management – Challenges in Health Care Operations Management - Effective Operations Strategy in Hospitals.

Unit - 14: Productivity: Productivity: The Concept – Productivity: Scope and Objectives - Factors Influencing Productivity – Types of Productivity - Techniques of Productivity Measurement – How to Improve Productivity in Hospitals.

Unit - 15: Work Study, Work Measurement and Value Analysis: Part –A: Work Study Production and Productivity – Objectives of Measuring Productivity and Benefits of Higher Productivity – Factors Contributing to Productivity Improvement – Techniques for Productivity Improvement – Work Study- An Overview – Considerations in Work Study - Procedure for Work Study – Method Study/Analysis – Procedure for Method Study – Recording Techniques Used in Method Study – Motion Study; **Part-B: Work Measurement:** Work Measurement: The Concept – Standard Time – Qualified Worker – Procedure for Work Measurement - Allowances – Techniques of Work Measurement - Types of Predetermined Motion Time System – Illustrations and Formulae; **Part-C: Value Analysis:** Value Analysis - Unnecessary Costs – Objectives of Value Analysis – Value Analysis Program – Value Analysis Programme Tools – Job Plan for Value Analysis Program – Applications, Merits and Demerits of Value Analysis – Applications of Value Analysis in Health Care Industry.

Unit - 16: Outsourcing: Outsourcing: The Concept – Drivers-cum-Requirements for Successful Outsourcing – Merits and Demerits of Outsourcing – Types of Outsourcing - Methods of Outsourcing in Health Care Organizations – Process of Outsourcing in Health Care Organizations – Outsourceable Services in Health Care - Outsourcing: Common Pitfalls and Monitoring Measures.

MBA (HHCM) - 104: FINANCIAL ACCOUNTING

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the basic principles and procedures of the accounting system in hospitals and health care organizations.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the financial accounting principles, accounting standards which govern the accounting process, International Financial Reporting Standards, the procedure of maintaining books on double entry system, etc., and able to apply the knowledge in practice.

CO2: Acquire skills relating to process of preparing, summarizing and reporting the financial information in the form of financial statements, viz., Trial Balance, Profit & Loss Account and Balance Sheet process of for a sole proprietor and able to employ the skills in their career.

CO3: Gain knowledge on maintaining of books by non-trading organizations like Receipts & Payments Account, Income & Expenditure Account, Balance Sheet, and the provisions of the Companies Act, 2013 with respect to the preparation of company final accounts and able to demonstrate the knowledge in their profession.

BLOCK – I: FINANCIAL ACCOUNTING

Unit – 1: Financial Accounting – An Introduction

Unit – 2: Accounting Standards

Unit – 3 International Financial Reporting Standards

Unit – 4: Double Entry System

BLOCK – II: FINAL ACCOUNTS

Unit – 5: Trial Balance

Unit – 6: Final Accounts – Profit and Loss Account

Unit – 7: Balance Sheet

BLOCK – III: NON-TRADING ORGANISATIONS AND COMPANY ACCOUNTS

Unit – 8: Receipts and Payments Account

Unit – 9: Income and Expenditure Account and Balance Sheet

Unit – 10: Company Final Accounts

Reference Books:

- 1) Maheswari, S.N., An Introduction to Accounting, Vikas publications, New Delhi.
- 2) Horngren, C.T., Gary L. Sundem, Introduction to Management Accounting, Prentice Hall India, New Delhi.
- 3) Grewal, T.S., Introduction to Accountancy, S. Chand & Co, New Delhi, 2009.
- 4) Boynton C.D., Robert M.S., Paul. A.C, Hamden C. Forkner, Accounting, Southwestern Publishing Co., Cincinnati.
- 5) Rickettsdon, Jackgrey, Managerial Accounting, Houghton Mifflin Company, Boston.
- 6) Anthony A. Atkinson, Robert S. Kaplan and S. Mark Young, Management Accounting, Pearson Education Pvt. Ltd., Singapore
- 7) Jain, S.P., Narang .K.L., Financial Accounting, Kalyani Publishers, Ludhiana.
- 8) Jawaharlal, Seema Shrivastava – Financial Accounting – Himalaya Publishing House. 2012.
- 9) Tulsion PC – Accountancy – Tata Mc Graw Hill.

MBA (HHCM) - 104: FINANCIAL ACCOUNTING

BLOCK – I: FINANCIAL ACCOUNTING

Unit – 1: Financial Accounting – An Introduction: Meaning and Definition of Accounting – Functions of Accounting – Evaluation of Accounting – Advantages of Financial Accounting – Limitations of Financial Accounting – Branches of Accounting - Users of Accounting Information.

Unit – 2: Accounting Standards: Introduction-Accounting Standards - Meaning and Objectives of Accounting Standards – Benefits and Limitations of Accounting Standards - Accounting Standards Board (ASB) of India – Accounting Standards, the Auditors and Board of Directors’ Report – Disclosure Requirements as per the Accounting Standards – IFRS – Converged Indian Accounting Standards (IndASs) – The First Step.

Unit – 3: International Financial Reporting Standards (IFRS): Introduction on IFRS –Need for Global Accounting Standards – Standard IFRS Requirements – Advantages and Disadvantages of Converting to IFRS – Global Foot Prints of IFRS – IFRS in India – IFRS Adoption Procedure in India – Comparison of Indian AS and IFRS – Distinction between Indian AS and International AS (IAS) - Beneficiaries of Convergence with IFRS – IFRS Implementation Challenges in India – IASB’s Required Disclosure.

Unit - 4: Double Entry System: Systems of Accounting - Accounting Principles – Concepts and Conventions - Types of Accounts – Rules of Journalizing - Accounting Cycle - The Journal – The Ledger - Subsidiary Books – Cash Book .

BLOCK – II: FINAL ACCOUNTS

Unit – 5: Trial Balance : Introduction to Trial Balance – Objectives of Preparing a Trial Balance – Advantages and Limitations of Trial Balance - Preparation of a Trial Balance – Errors that Cause Disagreement of the Trail Balance.

Unit – 6: Final Accounts – Profit and Loss Account: Trading Account - Manufacturing Account - Profit and Loss Account.

Unit – 7: Balance Sheet: Balance Sheet – Adjustment Entries – Illustrations on Final Accounts.

BLOCK – III: NON-TRADING ORGANISATIONS AND COMPANY ACCOUNTS

Unit – 8: Receipts and Payments Account: Nature of Non- Trading Organizations - Features of Not-for-Profit Organizations – Accounts of Non-Trading Concerns – Capital Versus Revenue – Preparation of Receipts and Payments Account.

Unit – 9: Income and Expenditure Account and Balance Sheet: Income and Expenditure Account – Balance Sheet – Some Typical Items (Special Terms) - Preparation of Income and Expenditure Account and Balance Sheet Without Adjustments - Preparation of Income and Expenditure Account and Balance Sheet With Adjustments.

Unit – 10: Company Final Accounts: Meaning and Definition of a Company – Essential Characteristics of a Company - Kinds of Companies - Shares - Debentures – Final Accounts of a Company - General Requirements-The Companies Act, 2013 – Schedule III of the Companies Act , 2013.

MBA (HHCM) – 105: COMMUNICATION SKILLS FOR HEALTH CARE MANAGERS

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the basic concepts of communication and at the same time appreciate the importance of communication at work with a special focus on how health care communications are different and the reasons they are more difficult and important. The course also deals with practical aspects of health care business communication.

Course Outcomes:

After the successful completion of the course the student should be able to:

CO1: Understand meaning, process, types and channels of communication, identify the barriers to communication, know how to overcome them and able to analyze the situations for effective communication.

CO2: Learn about Technology-Enabled Communication like mobile conversation social media, web-based communication, visual and mass media communication, acquire presentation and reporting writing skills and able to employ various technologies and communication skills for effective communication.

CO3: Appraise the importance of soft skills in communication including interpersonal communication skills, Cross Cultural Communication, end-of life communication, understand Persuasive Communication, and able to apply the skills for effective communication in practical health care settings.

BLOCK - I: FUNDAMENTALS OF COMMUNICATION

Unit - 1: Communication: Meaning and Process

Unit - 2: Barriers to Communication

Unit - 3: Communication Channels and Types in Business Context

BLOCK - II: TECHNOLOGY AND COMMUNICATION

Unit - 4: Technology Enabled Communication

Unit - 5: Visual and Mass Media Communication

Unit - 6: Presentation Skills and Report Writing

BLOCK - III: SOFT SKILLS IN COMMUNICATION

Unit - 7: Reading and Listening

Unit - 8: Interpersonal Communications and Cross-Cultural Communications

Unit - 9: Persuasive Communication

Unit – 10: End of Life Communication

Reference Books:

- 1) Karen Stainsby, (2007) Develop your Interpersonal and Self- management Skills: A Practical Resource for Healthcare Administrative and Clerical Staff, Redcliffe Publishing, Oxford.
- 2) Dr. Michael P. Pagano, Health Communication for Health Care Professional: An Applied Approach, Springer Publishing Company, LLC.
- 3) Gwen Marram Van Serevellen, Communication Skills for the Healthcare Professional: Concepts and Techniques, Aspen Publishers Inc., Maryland.
- 4) Krishnamacharyulu C.S.G., Lalitha Ramakrishnan, 'Business Communication: text, Cases and Laboratory Manual', Himalaya Publishing House, New Delhi.
- 5) Duarte, Nancy (2012), HBR Guide to Persuasive Presentations, Boston, Massachusetts: Harvard Business School Publishing.
- 6) Meenakshi Raman, Prakash Singh, 'Business Communication', (2012) 2/e, Oxford University Press, New Delhi.

MBA (HHCM) – 105: COMMUNICATION SKILLS FOR HEALTH CARE MANAGERS**BLOCK - I: FUNDAMENTALS OF COMMUNICATION**

Unit - 1: Communication: Meaning and Process: Meaning of Communication - Nature of Communication - Objectives of Communication - Importance of Communication - Communication Process - Communication Functions - Special Characteristics of Health Communication.

Unit - 2: Barriers to Communication: Miscommunication: Meaning and Levels – Barriers to Communication – Effects of Miscommunication in Health Care – Principles of Effective Communication.

Unit - 3: Communication Channels: Meaning and Types of Channels - Formal and Informal Communication – Grapevine - Verbal Vs. Non-Verbal Communication – Oral Communication - Oral Communication Styles - Speaking and Effective Speech - Privilege and Defamatory Speech – Written Communication.

BLOCK - II: TECHNOLOGY AND COMMUNICATION

Unit - 4: Technology Enabled Communication: Technology Based Communication Tools – Mobile Conversation - Web Based Communication – Social Media.

Unit - 5: Visual and Mass Media Communication: Meaning and Media of Visual Communication - Aids of Visual Communication- Written and Print Media- Computer Based Media - Other Aids of Visual Communication - Advantages and Disadvantages of Visual Communication - Introduction to Mass Media- Nature and Characteristics - Functions of Mass Media - Electronic Media - New Media of Internet - Print Media - Advertising and Public Relations - Exhibitions and Trade Fairs - Press Releases.

Unit - 6: Presentation Skills and Report Writing: Meaning of Oral Presentation- Importance of Oral Presentation- Types of Presentations - Tools of Presentation - Methods of Presentation - Steps in Presentation- Team Presentations - How to Improve Presentation Skills –Meaning and Purpose of Report - Types of Reports - Features of Medical Report - Characteristics of Good Report - Principles of Writing Reports.

BLOCK - III: SOFT SKILLS IN COMMUNICATION

Unit - 7: Reading and Listening : Concept of Reading – Significance of Reading - Types of Reading- Reading Techniques - Steps to Improve Reading Skills – Listening: Concept – Importance of Listening - Difference between Listening and Hearing - Types of Listening - Process of Listening - Guidelines to Make Effective Listening.

Unit - 8: Interpersonal Communications and Cross-Cultural Communications: Meaning of Interpersonal Communication – Intra-Personal Vs. Inter-Personal Communication - Process of Inter-Personal Communication – Factors influencing Inter-Personal Communication – How to Improve Inter-Personal Communication Skills - Meaning of Cross-Cultural Communication – Problems of Cross-Cultural Communication - Overcoming Cross-Cultural Communication Barriers – Unethical Communication Practices - Ethical Principles for Patient Care.

Unit – 9: Persuasive Communication: Meaning of Persuasive Communication – Advantages and Limitations of Persuasive Communication - Persuasive Strategies in Hospital Communication – Make a

Plan and Design for Persuasive Advertising - Role of Persuasion in Conflict Resolution – Role of Persuasion in Negotiation.

Unit – 10: End of Life Communication: Meaning – Importance of Communication in Health Care – Goals of Communication at EOL – Barriers – Preparation and Approach to EOL Communication – Therapeutic Communication and Behavioural Management - Handling Emotional Response – Cultural Considerations.

MBA (HHCM) –106: HUMAN BIOLOGY AND MEDICAL TERMINOLOGY

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the basic concepts of various organ systems in the human body, their functions, basic biological sciences like Microbiology, Immunology, Pathology, Genetics etc., and various Medical Terminologies that are universal to health sector so as to facilitate a good communicative environment amongst all the health care professionals.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Know the basic concepts in Anatomy and Physiology, classification of Anatomy, various terms used in Anatomy & Physiology, basic concepts of various organ systems in the human body and their functions and able to use the knowledge as health care professionals.

CO2: Understand the basic concepts in various Human Biological sciences like Microbiology, Immunology, Pathology and Human Genetics, concepts of nutrition, essential nutrients, meaning and types of Malnutrition, main provisions of the National Nutrition Policy and able to interpret the knowledge in their career.

CO3: Learn the basic medical terminologies and commonly used abbreviations in medical terminology and able to use them to communicate effectively.

BLOCK – I: HUMAN ANATOMY AND PHYSIOLOGY

Unit – 1: Basics of Anatomy and Physiology

Unit – 2: Neuro, Musculo-Skeletal System

Unit – 3: Cardio-Vascular and Respiratory System

Unit – 4: Digestive and Genito-Urinary System

Unit – 5: Special Sense Organs and Endocrine System

BLOCK – II: HUMAN BIOLOGICAL SCIENCES

Unit – 6: Basics of Microbiology

Unit – 7: Immunology and Pathology

Unit - 8: Human Genetics

Unit – 9: Human Nutrition

BLOCK – III: MEDICAL TERMINOLOGY

Unit –10: Roots

Unit -11: Prefixes, Suffixes and Abbreviations

Reference Books:

- 1) Inderbir Singh, ‘Anatomy and Physiology’, Jaypee Brothers Medical Publishers(p) Ltd., New Delhi.
- 2) B D Chaurasia, ‘General Anatomy’, CBS Publishers and Distributors, New Delhi.
- 3) Nirmal Kaur, ‘Essentials of Anatomy and Physiology’, Lotus Publishers, Punjab.
- 4) Joy Hinson Raven, Peter Raven, Shern Chew, ‘The Endocrine System,’ Churchill Livingstone Publishers.

- 5) Harsha Mohab, 'Text Book of Pathology', 8th Edition, (2018), jaypee Brothers Medical Publications.
- 6) David Anderson, 'Medical Terminology'.

MBA (HHCM)–106: HUMAN BIOLOGY AND MEDICAL TERMINOLOGY

BLOCK – I : HUMAN ANATOMY AND PHYSIOLOGY

Unit – 1: Basics of Anatomy and Physiology: Significance of Anatomy and Physiology – Anatomy - Classification of Anatomy – Terms Used in Anatomy – Physiology – Applied Physiology – Terms Used in Physiology.

Unit – 2: Neuro, Musculo-Skeletal System: Nervous System: Anatomy and Physiology - Physiology of Nerve Conduction - Reflexes – Brain and Cranial Nerves - Spinal Cord and Spinal Nerves - Muscular System: Anatomy and Different Types of Muscles - Physiology, Muscle Contraction, Maintenance of Posture – Skeletal System, Anatomy and Different Types of Bones - Physiology, Movements of Bones and Joints.

Unit – 3: Cardio-Vascular and Respiratory System: Meaning of Cardio-Vascular System - Anatomy and Physiology of the Heart - Anatomy of Blood Vessels – Physiology of Blood - Functions of Heart – Meaning of Respiratory System - Anatomy of Respiratory System – Physiology of Respiratory System - Mechanics of Respiration.

Unit – 4: Digestive and Genito-Urinary System: Digestive System: Anatomy and Physiology - Common Digestive Disorders - Genito-Urinary System: Anatomy and Physiology – Anatomy and Physiology of the Female Reproductive System - Anatomy and Physiology of the Male Reproductive System - Functions of Kidneys - Fluid Electrolyte Balance.

Unit – 5: Special Sense Organs and Endocrine System: Skin – Eye and Sense of Hearing - Tongue and Sense of Smell - Regulation of Body Temperature - Physiology of Lymphatic and Immunological System – Endocrine System: Glands.

BLOCK – II: HUMAN BIOLOGICAL SCIENCES

Unit – 6: Basics of Microbiology: Classification of Micro-Organisms – Bacteria – Viruses - Fungi – Multicellular Animal Parasites – Collection and Transportation of Microbiology Specimens - Bio-Safety Guidelines – Disinfection and Sterilization.

Unit – 7: Immunology and Pathology: Immune System – Working of Immune System – Types of Immunity – Antigen-Antibody Reactions – Applied Aspects of Immunology – Immunological Tests – Rapid Diagnostic Tests in Microbiology – Pathology-Introduction – Major Sub-Divisions of Pathology - Histo-Cyto Pathological Psychological Diagnostic Tests.

Unit - 8: Human Genetics: Human Genetics - Human Chromosomes, Fertilization and Sex Determination - Genetic Differences and Inheritance Patterns – Genomics - Population Genetics – Current Trends in the Field of Genetics.

Unit – 9: Human Nutrition: Essential Nutrients in Food - Food Security - Malnutrition and its Consequences - Nutrition for Special Population – National Nutrition Policy.

BLOCK – III: MEDICAL TERMINOLOGY

Unit – 10: Roots: Roots of the Bodily Concepts - Roots of the Body Parts and Substances - Roots of Colour - Roots of Description - Roots of Position.

Unit – 11: Prefixes, Suffixes and Abbreviations: Prefixes of Quantity or Amount – Most Common Prefixes and Suffixes – Abbreviations - Abbreviations of Departments.

MBA (HHCM) – 107: EPIDEMIOLOGY AND HEALTH CARE POLICY

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the Epidemiology, evidence-based medicine, economic environment of India, Indian health care delivery systems, hospitals and their

roles, present standards and policy of health care delivery system to mould the students as good health care administrators.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Gain knowledge about the concept of epidemiology, disease causation, common diseases, assessment of environmental risks and able to illustrate such knowledge in their career.

CO2: Understand various economic systems, the impact of LPG on Indian health care system, concept of human development, etc., and able to appraise their importance in the administration of health care organizations.

CO3: Learn about global health care policies like MDG, SDG, Indian health care policies like NUHM, NRHM, recent policy initiatives such as HLEG and universal health coverage, and able to interpret them in the administration of health care organizations.

BLOCK – I: INTRODUCTION TO EPIDEMIOLOGY

Unit –1: Epidemiology – An Overview

Unit –2: Causes of Disease

Unit –3: Risk Assessment and Evidence Based Medicine

BLOCK – II: ECONOMIC AND HUMAN ENVIRONMENT IN INDIA

Unit –4: Economic Systems

Unit –5: Human Development and Certain Issues

Unit –6: Health Care Delivery System

BLOCK – III: HEALTH CARE POLICIES IN INDIA

Unit –7: Health Care and Global Policy

Unit –8: Health Care and Indian Policy

Unit –9: Health Care and Recent Policy Initiatives

Reference Books:

- 1) R. Beaglehole, R. Bonita, T. Kjellström “Basic Epidemiology” A.I.T.B.S Publishers New Delhi, India.
- 2) K. Park, “Text Book of Preventive and Social Medicine”, Banarasidas Bhanot Publishers, Jabalpur, India, 2007.
- 3) Vijay Govindarajan and Ravi Ramamurti, “Reverse Innovation in Health Care: How to Make Value-Based Delivery Work Care” Harvard Business Review Press, USA, 2018.
- 4) Misra & Puri, “Indian Economy”, Himalaya Publishing House, New Delhi.
- 5) Bratati Banerjee, “DK Taneja's Health Policies and Programmes in India” Vikram Book House, Pune 2018.
- 6) Rajendra Pratap Gupta, “Health Care Reforms in India: Making up for the Lost Decades”
- 7) Lawton Robert Burns (Edit) “India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing” Cambridge University Press, UK.
- 8) K. Sujatha Rao, “Do We Care? India's Health System” Oxford University Press, New Delhi, 2017.

MBA (HHCM) – 107: EPIDEMIOLOGY AND HEALTH CARE POLICIES

BLOCK – I: INTRODUCTION TO EPIDEMIOLOGY

Unit –1: Epidemiology – An Overview : Definition and Objectives of Epidemiology - Epidemiological Approach – Dynamics of Disease Transmission – Natural History of a Communicable Diseases - Herd Immunity – Incubation Period - Applications of Epidemiology.

Unit –2: Causes of Disease : Theories of Disease Causation – Epidemiological Triad – The Theory of “Web of Causation” - Natural History of Disease – Levels of Prevention – The Iceberg Phenomena in Human Disease – Communicable Diseases - Non-Communicable Diseases.

Unit –3: Risk Assessment and Evidence-Based Medicine: Epidemiology and Clinical Medicine - Casual Association – Role of Epidemiology in Health Risk Assessment – Measure of Risk and Burden of Disease - Evidence Based Medicine - Types of Epidemiological Studies.

BLOCK – II: ECONOMIC AND HUMAN ENVIRONMENT IN INDIA

Unit – 4: Economic Systems: Types of Economic Systems – Capitalism - Socialism - Mixed Economy – Economic Roles of Government - Business Environment - LPG Regime - Implications of Economic Policy on Health Care.

Unit – 5: Human Development and Certain Issues: The Human Development Index - Economic Growth and Human Development Interphase - Disability Adjusted Life Years (DALY) - Physical Quality of Life Index (PQLI) - Quality Adjusted Life Years (QALY) - Economic Impact of Ill Health on Household.

Unit – 6: Health Care Delivery System: Models of Health Care – Levels of Health Care - Indian Systems of Medicine – Role of Stakeholders in Health Care Delivery System.

BLOCK – III: HEALTH CARE POLICIES IN INDIA

Unit – 7: Health Care and Global Policy: ‘Health’: A Fundamental Right - Health for All - Millennium Development Goals (MDG) - Sustainable Development Goals (SDG) - WHO and Global Health.

Unit – 8: Health Care and Indian Policy : National Family Planning Program and Population Control Measures - National Aids Control and Prevention Policy, 1992 - National Population Policy, 2000 - National Health Policy, 2002 - National Health Mission (NHM) – National Mental Health Policy, 2014 - National Health Policy, 2017.

Unit – 9: Health Care and Recent Policy Initiatives : High Level Expert Group (*HLEG*) on Universal Health Coverage (UHC) - Rashtriya Arogya Nidhi (RAN) – Hospital Development Society & Rogi Kalyan Samiti - Pradhan Mantri Swasthya Suraksha Yojana (PMSSY) - Janani Shishu Suraksha Karyakram (RBSK) – Rashtriya Bal Swasthya Karyakram (RBSK) - Ayushman Bharath – Health Care Services: Role of NITI Aayog.

MBA (HHCM) – 108: HEALTH CARE ORGANIZATION VISITS

No. of Credits: 5

Course Objective:

The overall purpose of the course is to provide a basic understanding of various types of hospitals; their method of working, physical layouts, working conditions, process flows, etc.

Course Outcomes:

On successful completion of the course students will be able to:

CO1: Gain basic knowledge on hospitals structure, its importance, location, size of the hospital, manpower strength, timings, materials management, etc.; Understand the nuances of practical Hospital Management from their collective learning experiences and correlate them to the theoretical concepts; Obtain a sound knowledge on the clinical and non-clinical process flows of a health care facility which helps an upcoming hospital manager in decision making process. Also gets insights about the administration activities of a hospital; Acquire hands on experience on the practical concepts of hospital administration which in turn facilitates the hospital management students to identify themselves in the shoes of hospital administrator; Work both as an individual and a team member and also as a leader when drafting the report, preparing the presentation and identify the pros and cons of the visited hospitals and provide intellectual suggestions.

FIRST YEAR – II SEMESTER

MBA (HHCM) – 201: HUMAN RESOURCE MANAGEMENT

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the concepts, principles and practices of Human Resource Management at Health Care Organizations. This course will help the students to comprehend the importance of a systematic approach to human resource management so as to achieve organizational goals in Health Care Sector.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Familiarize with the meaning, objectives and functions of HRM in HCOs, qualities of an efficient HR Manager, HR Policies, strategic Human Resource Management, the concept of Human Resource Planning and the factors affecting, the concepts of Job Analysis, Job Description and Job Specification, various aspects relating to recruitment and selection, and able to use the knowledge for effective HR management of HCOs.

CO2: Understand the concept and process of performance management, methods of performance appraisal, factors affecting career development, various aspects of training and development, the concepts of motivation, compensation, remuneration, theories of motivation, recent trends in compensation management and able to apply the knowledge in practice.

CO3: Know about the importance of employee welfare and safety, types of employee welfare activities, various statutory and non-statutory welfare provisions, the concepts of discipline and indiscipline, disciplinary procedure, various emerging trends in HRM like work-life balance, HR Analytics, employee engagement etc., and able to use and interpret the knowledge for effective HR management of HCOs.

BLOCK –I: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Unit – 1: Human Resource Management: An Overview

Unit – 2: Creating Human Resource Base

Unit – 3: Recruitment and Selection

BLOCK – II: HUMAN RESOURCE DEVELOPMENT

Unit – 4: Performance and Career Management

Unit – 5: Training and Development

Unit – 6: Motivation

Unit – 7: Compensation Management

BLOCK – III: EMPLOYEE WELFARE, DISCIPLINE AND GRIEVANCE REDRESSAL

Unit – 8: Employee Welfare

Unit – 9: Employee Discipline and Grievance Management

Unit – 10: HRM: Recent Trends

Reference Books:

1. Syed Amin Tabish – Hospital & Health services administration – principles and practice, Oxford University Press, New Delhi.
2. Ashwathappa K – Human Resource & Personal Management, Tata McGraw – Himalaya publishing company ltd, New Delhi.
3. Subba Rao P – Essentials of HRM and Industrial Relations, Himalaya Publishing House.

MBA (HHCM) – 201: HUMAN RESOURCE MANAGEMENT (HRM)

BLOCK –I: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Unit – 1: Human Resource Management: An Overview: Human Resource Management: Meaning and Definition – Nature of Human Resource Management – Scope of Human Resource Management - Growth & Development of Human Resource Management – Functions of Human Resource

Management - Qualities of Human Resource Manager - Human Resource Policies - Strategic Human Resource Management - Covid Crisis and Role of HRM.

Unit – 2: Creating Human Resource Base: Human Resource Planning: Meaning and Definition – Importance of Human Resource Planning - Factors Affecting Human Resource Planning - Forecasting Human Resource Requirement - Job Analysis - Job Description - Job Specification.

Unit – 3: Recruitment and Selection: Recruitment: Meaning and Definition – Objectives and Sources of Recruitment - Methods of Recruitment - Constraints and Challenges to Recruitment - Selection: Meaning and Objectives – Selection Procedure - Types of Selection Tests – Evidence-Based Hiring in Health Care Organizations.

BLOCK – II: HUMAN RESOURCE DEVELOPMENT

Unit – 4: Performance and Career Management: Performance Management – Performance Appraisal - Career Management.

Unit – 5: Training and Development: Meaning of Training and Development – Distinction between Training and Development - Training Need Assessment - Types of Training - Methods of Training - Executive Development Programme - Impediments to Effective Training.

Unit – 6: Motivation: Meaning and Types of Motives – Concept and Need for Motivation – Theories of Motivation - Theory ‘X’, Theory ‘Y’ and Theory ‘Z’ - Maslow’s Need Hierarchy Theory - Herzberg Two Factor Theory – McClelland’s Achievement Theory – Alderfer’s ERG Theory – Adam’s Equity Theory – Vroom’s Expectancy Theory – Porter and Lawler Theory – Motivating Doctors and Nurses.

Unit – 7: Compensation Management: Meaning of Compensation Management - Components of Compensation - Factors Affecting Compensation Management – Inputs in Compensation Management - Recent Trends in Compensation Management.

BLOCK – III: EMPLOYEE WELFARE, DISCIPLINE AND GRIEVANCE REDRESSAL

Unit – 8: Employee Welfare: Meaning of Employee Welfare - Types of Employee Welfare Activities – Statutory Welfare Provisions – Non-Statutory Welfare Provisions - Employee Health and Safety - Occupational Health and Safety Hazards and Consequences – Controlling Health and Safety Hazards.

Unit – 9: Employee Discipline and Grievance Management: Meaning and Types of Discipline - Causes for Indiscipline – Determinants of Disciplinary Action - Disciplinary Procedure - Disciplinary Action - Grievance Management.

Unit - 10: HRM: Recent Trends: Trends in HRM – Employee Engagement - Employee Retention – Work Life Balance.

MBA (HHCM) – 202: OPERATIONS RESEARCH

No of Credits: 4

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the concepts, principles and techniques used in solving optimization problems and their applications to Managerial and Operational Decision-Making, which will help the managers in optimizing the resources and make better decisions.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Acquire basic knowledge on Operation Research (OR) models, applications of OR, Linear Programming Problems, Integer, Goal and Dynamic Programming and able to apply them in optimizing resources and decision making.

CO2: Understand the concepts of Assignment and Transportation Problems and able to apply these concepts to optimally allocate resources of men, time, money etc.

CO3: Learn the concepts and the use of Queuing Theory, Game Theory, Simulation and able to introduce these concepts in real life situations.

CO4: Gain knowledge on Networking Techniques and Decision Theory in order to determine the minimum time for completing a project and able to analyze managerial decision problems for achieving optimization objective.

BLOCK – I: OPERATIONS RESEARCH – INTRODUCTION

Unit –1: Operations Research – An Overview

Unit –2: Linear Programming Problem

Unit –3: Other Programming Problems

BLOCK – II: PROGRAMMING TECHNIQUES

Unit – 4: Assignment Problem

Unit – 5: Transportation Problem

BLOCK – III: OPERATIONS RESEARCH MODELS

Unit – 6: Queuing Theory

Unit – 7: Game Theory

Unit – 8: Simulation

BLOCK - IV: NETWORKING TECHNIQUES AND DECISION THEORY

Unit – 9: Critical Path Analysis

Unit –10: Project Evaluation and Review Technique (PERT)

Unit –11: Decision Theory

Unit – 12: Decision Tree Analysis

Reference Books:

1. Kanti Swarup, Operations Research, 12th Ed., Sultan Chand, New Delhi.
2. Sharma, J K., Operations Research, 2nd Ed., Mc Millan Publishers, New Delhi.
3. Srinivasan, A V., Modern Management, Response Books, New Delhi.
4. Vora, N D., Quantitative Techniques to Management, Tata McGraw Hill, New Delhi.
5. Levin, R S., Quantitative Approaches to Management, McGraw Hill, Singapore.
6. Kapoor V K., Operations Research Techniques for Management, Sultan Chand & Sons, New Delhi.
7. Anand Sharma, Operations Research, Himalaya Publishing House, Mumbai.
8. Hamady A. Taha, Operations Research, Pearson Education Inc., New Delhi.

MBA (HHCM) – 202: OPERATIONS RESEARCH

BLOCK – I: OPERATIONS RESEARCH – INTRODUCTION

Unit - 1: Operations Research – An Overview: Meaning and Nature of Operations Research – Historical Development – Development of OR in India – Management of Applications of OR – Main Characteristics of OR – Phases of OR – Models of OR – Scope of OR – Role of OR in Decision Making – Linear Programming Problems (LLP) – Integer Programming Problems (IPP) – Dynamic Programming Problems (DPP) – Non-Linear Programming Problems (NLPP) – Goal Programming Problems (GPP) – Limitations of OR.

Unit - 2: Linear Programming Problem: Mathematical Model – Formulating a Problem as Linear Programming Model – Steps of Linear Programming Model Formulation - Applications of Linear Programming Model Formulation.

Unit - 3: Other Programming problems: Integer Programming – Unimodularity – Optimal Solution to IPP – Applications of Integer Programming - Dynamic Programming - Applications of Dynamic Programming - Goal Programming – Goal Programming Model Formulation.

BLOCK – II: PROGRAMMING TECHNIQUES

Unit – 4: Assignment Problem: Assignment Problem–Mathematical Model – Hungarian Method of Solving Assignment Problem – Assignment Problem–Special Cases - Travelling Salesman Problem.

Unit – 5: Transportation Problem: Transportation Problem - Initial Basic Feasible Solution - Transportation Problem – Optimisation – Solving Transportation Problems for Optimality – Solving Unbalanced Transportation Problems - Solving Maximization Case in Transportation Problems – Solving for Degeneracy in Transportation Problems.

BLOCK – III: OPERATIONS RESEARCH MODELS

Unit – 6: Queuing Theory : Applications – General Structure of Queuing System – Queuing Characteristics – Traffic Intensity or Utilization Rate – Idle Rate – Expected Number of Customers in the System (L_s) – Expected Number of Customers in the Queue or Waiting Line (L_q) – Expected Time Spent by Customer in System or Waiting Time in the System (W_s) - Expected Waiting Time in Queue (W_q) – Probability of Zero Customers Waiting (P_0) – Kendall’s Notation – Classification of Queuing Models – Types of Queuing Systems – Infinite Source, Single Server Model – Multi Server Cases – Relationship between Cost and Service.

Unit – 7: Game Theory: Game Theory–The Concept and Significance – Game Theory–Terminology – Types of Games – Pure Strategy Games – Mixed Strategy Games – Game Theory – Limitations.

Unit – 8: Simulation: Simulation Process - Reasons for Using Simulation – Random Numbers – Monte Carlo Simulation – Managerial Applications – Merits and Demerits of Simulation.

BLOCK - IV: NETWORKING TECHNIQUES AND DECISION THEORY

Unit - 9: Critical Path Analysis: Project Management – Terminology of Project Analysis – Standard Conventions – Construction of Network Diagram – Critical Path Method (CPM)-Calculation of Project Completion Time – Crashing the Project Network – Merits and Limitations of CPM.

Unit – 10: Project Evaluation and Review Technique: Project Evaluation and Review Technique (PERT) – Estimating Probability of Schedule Time – Merits of PERT – Limitations of PERT – Differences Between PERT and CPM.

Unit – 11: Decision Theory: Decision Making: The Problem, Rules and Environment – Decision Making under Certainty - Decision Making under Risk - Decision Making under Uncertainty – Criteria for Decision Making under Uncertainty.

Unit – 12: Decision Tree Analysis: Decision Tree – Decision Tree Analysis – Merits and Demerits - Decision Situations.

MBA (HHCM) – 203: PATIENT CARE MANAGEMENT

No. of Credits: 5

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the process of health care delivery, importance of process oriented care delivery to make health care organizations safe and patient centred, various managerial aspects of patient care including case mix, medical audits, trends in patient care management, etc.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concept, principles, benefits of patient care management, rights and responsibilities of patients, concept, types, models of and techniques to change patient behaviour, types, process of patient counseling, etc., and able to take measures for better patient-centered management in HCOs.

CO2: Learn various aspects relating to patient safety like risks to patient safety, patient safety standards and able to take necessary actions to correct such problems as per the standards.

CO3: Acquire thorough knowledge on the patient classification system, implementation of case mix, complaint management and managing patient feedback, and able to use the knowledge to handle difficult situations.

CO4: Know in detail various aspects relating to clinical and medical records audit, challenges and trends in patient care management and able to not only follow appropriate audit procedures but also analyze and implement techniques to face such challenges / trends.

CO5: Demonstrate knowledge of practical problems in patient care management.

BLOCK – I: INTRODUCTION TO PATIENT CARE MANAGEMENT

Unit – 1: Patient-Care and Management: An Overview

Unit – 2: Patient Rights and Responsibilities

Unit – 3: Patient Behaviour and Counselling

BLOCK – II: PATIENT SAFETY AND RISK MANAGEMENT

Unit – 4: Patient Safety - An Overview

Unit – 5: Risks to Patient Safety

Unit – 6: Patient Safety Standards

BLOCK – III: PATIENT CLASSIFICATION SYSTEM & COMPLAINTS MANAGEMENT

Unit – 7: Patient Classification Systems

Unit – 8: Case Mix Systems and its Role in PCM

Unit – 9: Patient Feedback and Complaint Management

BLOCK – IV: AUDIT AND TRENDS IN PCM

Unit – 10: Clinical and Medical Records Audit

Unit – 11: Challenges in Patient Care Management

Unit – 12: Trends in Patient Care Management

BLOCK – V: TOPICS FOR PRACTICALS

- a) Counselling Sessions
- b) Patient Identification System
- c) Patient Safety Standards
- d) Hospital Acquired Infections
- e) Patient Classification
- f) Quality Indicators of Patient Safety
- g) Medical Audit Procedure
- h) Feedback Analysis and Management
- i) Handling Billing Issues
- j) Digitalization in Health Care

Reference Books:

- 1) Harris M G and Assoc. 2003. Managing Health Service: Concepts and Practices, MacLennan and Petty: Sydney
- 2) Kilpatrick A O and Johnson J A. 1999. Handbook of Health Administration and Policy, Marcel Dekkes Inc: New York
- 3) Kumar A. 2000. Encyclopedia of Hospital Administration and Development: Volume I. Anmol Publications Ltd: New Delhi.
- 4) Gupta S and Kant S. 1998. Hospital and Health Care Administration: Appraisal and Referral Treatise, Jaypee: New Delhi

MBA (HHCM) – 203: PATIENT CARE MANAGEMENT

BLOCK – I: INTRODUCTION TO PATIENT CARE MANAGEMENT

Unit – 1: Patient-Care and Management: An Overview: Concept of Patient Care – Non-Medical and Medical Aspects of Patient Care - Patient Centric Management: Concept and Definition – Overview of Picker’s Eight Principles of Patient Centred Care – Benefits of Patient Centric Management - Examples of Patient Centric Management – Cultural Shift to Patient Centric Management – Role of Administrators in Patient Care Management - Six Goals of Health Care.

Unit – 2: Patient Rights and Responsibilities: Rights of Patients – Responsibilities of Patients - Patient’s Charter - Patient Abuse: Definition and Types – Steps Undertaken to Control Patient Abuse – Management of Specially–Abled/ Vulnerable Patients.

Unit – 3: Patient Behaviour and Counselling: Concept of Patient Behaviour – Types of Patient Behaviour - Models of Patient Behaviour - Psychographics in Patient Care - Techniques for Change in Patient Behaviour - Patient Counselling: Meaning, Importance and Objectives- Types of Patient Counselling – Stages in Patient Counselling – Role of Patient Counsellors – Opportunities for Patient Counselling.

BLOCK – II: PATIENT SAFETY AND RISK MANAGEMENT

Unit – 4: Patient Safety – Overview: Patient Safety: Concept, Background and Definition – Purpose of Patient Safety and W.H.O. Initiatives – Common Patient Safety Issues – Patient Safety Practices – Who is Responsible for Patient Safety? – Types of Patient Safety – Clinical Issues for Managers and Overcoming the Challenges – Medication Safety – Adverse Drug Events – Safety of Surgery and Invasive Procedures – Pre-Operative, Intra-Operative and Post-Operative Safety – Safety during Transfer–In and Transfer-Out of Patient.

Unit – 5: Risks to Patient Safety: Risks to Patient Safety: Meaning and Scope - Pressure Ulcers: Meaning, Causes, Risk Factors and Stages - Environmental Risks – Hospital Acquired Infection - Medical Errors - Diagnostic Errors - Sentinel Events - Hazards - Near Miss - Patient Falls – Risk Prevention and Management.

Unit – 6: Patient Safety Standards: What are the Standards? – Need for Patient Safety Standards – International Patient Safety Goals (IPSG) - National Patient Safety Goal (NPSG) – Draft Goals of Indian Government – World Health Organization’s Patient Care Standards.

BLOCK – III: PATIENT CLASSIFICATION SYSTEM AND COMPLAINT MANAGEMENT

Unit – 7: Patient Classification Systems: Definitions of PCS – Aim of PCS – Need and Purpose of PCS - Types of PCS – Distribution of Resources – Measurement of PCS and Distribution of Resources.

Unit – 8: Case Mix Systems: Case Mix: Meaning and Evolution - Case Mix Classification System – ARDRG Case Mix Classification – DRG Case Mix Classification- Case Mix Index - Case Mix Methodologies - Case Mix Groups – Patient Empowerment and Role of Case Mix in Empowering Patients.

Unit – 9: Patient Feedback and Complaints Management: Patient Feedback - Patient Feedback Survey Method – Patient Satisfaction - Patient Satisfaction Measurement Scales – Designing Patient Feedback Form and Analysis of Patient Satisfaction – Patient Complaints - Complaints Management.

BLOCK – IV: AUDIT AND TRENDS IN PCM

Unit -10: Clinical and Medical Records Audit: Clinical Audit: Meaning and Definition - Need, Scope and Objectives of Clinical Audit - Principles of Conducting a Clinical Audit – Areas of Clinical Audit – Audit Criteria: Inclusion and Exclusion – Clinical Audit Procedure – Remedial Actions Based on Clinical Audit Findings – Clinical Audit Committee – Concept of Medical Records Audit – Medical Records Audit Parameters – Corrective and Preventive Actions in Medical Records Audit – Introduction to Mortality and Morbidity Audit.

Unit – 11: Challenges in Patient Care Management: Challenges Related to PCM in Health Care Industry – Inter-Departmental Coordination Related Challenges – Manpower Related Challenges - Technology-Related Challenges - Challenges Related to Financial Issues – Challenges Related Billing Issues – Challenges Related to Medico-Legal Cases.

Unit – 12: Trends in Patient Care Management: Holistic Medicine – Integrated Patient Care Management – Preventive Care – Patient-Centred Care Delivery – Home Care – Technology Acceleration and Digitalization.

BLOCK – V: TOPICS FOR PRACTICALS

- a) Counselling Sessions
- b) Patient Identification System
- c) Patient Safety Standards
- d) Hospital Acquired Infections
- e) Patient Classification
- f) Quality Indicators of Patient Safety
- g) Medical Audit Procedure

- h) Feedback Analysis and Management
- i) Handling Billing Issues
- j) Digitalization in Health Care

MBA (HHCM) - 204: FINANCIAL MANAGEMENT FOR HEALTH CARE ORGANIZATIONS

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the decision making areas of finance function, in addition to the concepts, techniques and tools for optimal management of finance resources of a health care organization.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concept and importance of finance, role of a finance manager, meaning of financial planning and forecasting, in addition to learning in detail about the time value of money, capital budgeting, etc., and able to take effective decisions in related finance areas.

CO2: Learn about sources of finance, meaning, pattern, determinants of capital structure, cost of capital, leverages, various aspects relating to dividend decisions, and able to take most vital decisions in finance area in HCOs.

CO3: Understand the concept of working capital, its estimation, management of inventory, accounts receivables and cash and able to use the knowledge to manage these areas effectively by making appropriate decisions.

BLOCK - I: INVESTMENT DECISIONS

Unit -1: Financial Management: An Introduction

Unit- 2: Financial Planning and Forecasting

Unit- 3: Time Value of Money

Unit- 4 Capital Budgeting

BLOCK - II: FINANCING AND DIVIDEND DECISIONS

Unit- 5: Financing Decisions

Unit- 6: Cost of Capital and Leverages

Unit -7: Dividend Decisions

BLOCK - III: WORKING CAPITAL MANAGEMENT DECISIONS

Unit -8: Working Capital Management

Unit- 9: Management of Inventory

Unit-10: Management of Accounts Receivables and Cash

Reference Books:

1. Khan & Jain, Financial Management, 4th Ed., Tata McGraw Hill, New Delhi, 2004.
2. Pandey I. M., Cases in Financial Management, Tata McGraw Hill, New Delhi, 2003.
3. William N. Zelman, Michael J. McCue, Alan R. Millikan, & Alan R. Milikan, Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts and Applications, Blackwell Publishers, 1998.
4. Bruce R. M. W. John, Fundamentals of Financial Management, Prentice Hall India, New Delhi, 1995.
5. James C. V., & John, M.W., Fundamentals of Financial Management, Prentice Hall India.
6. Saxena R G., Principles of Auditing, Himalaya Publishing House, Bombay.
7. Sharma, Gupta Shashi K., Accounting for Decision-Making, Kalyani Publishers.
8. Vinod K. Singhania, Tax Planning, Taxmann Publications.

MBA (HHCM) -204: FINANCIAL MANAGEMENT

BLOCK - I: INVESTMENT DECISIONS

Unit -1: Financial Management: An Introduction: Importance of Finance - Finance Function – Meaning of Business Finance – Meaning and Definitions of Financial Management – Importance of Financial Management – Objectives of Financial Management – Scope of Financial Management – Profit Maximization Vs. Wealth Maximisation – Relationship between Financial Management and Other Areas of Management – Role of Financial Management in the Health Care Industry – Functions of Health Care Financial Manager.

Unit- 2: Financial Planning and Forecasting: Financial Plan - Financial Planning – Strategic Financial Planning – Steps in Financial Planning – Characteristics of a Sound Financial Planning – Objectives of Financial Planning – Limitations of Financial Planning – Financial Forecasting – Importance of Financial Forecasting – Methods of Financial Forecasting – Methods of Financial Forecasting – Limitations of Financial Forecasting.

Unit- 3: Time Value of Money: Concept of Time Value of Money – Techniques of Time Value of Money – Practical Applications of Time Value of Money.

Unit-4: Capital Budgeting: Meaning of Capital Budgeting – Objectives of Capital Budgeting – Nature of Capital Investment Decision – Importance of Capital Investment Decision – Steps in Capital Investment Decision – Kinds of Capital Budgeting Decisions – Planning Period for the Capital Budgeting Decisions – Estimation of Project Cash Flow – Element of the Cash Flow Stream – Basic Principles of Cash Flow – Limitations of Capital Budgeting – Factors to be Considered before Making Investment Decisions – Introduction To Investment Evaluation Techniques – Traditional Cash Flow Methods – Modern / Discounted Cash Flow Methods – Capital Rationing – Introduction to Risk In Capital Budgeting - Meaning of Risk – Sources of Risk – Conventional Techniques for Risk Analysis – Statistical Techniques for Risk Analysis.

BLOCK - II: FINANCING AND DIVIDEND DECISIONS

Unit- 5: Financing Decisions: Classification of Sources of Finance - Source of Long Term Finance – Source of Short Term Finance – Sources of Hybrid Finance – Sources of Finance for Health Care Organizations – Introduction to Capital Structure – Meaning of Capital Structure – Pattern of Capital Structure – Determinants of Capital Structure – Optimum Capital Structure – Capital Structure Theories.

Unit- 6: Cost of Capital and Leverages: Cost of Capital - Importance of Cost of Capital - Determinants of Cost of Capital - Classification of Cost of Capital - Computation of Cost of Capital – Weighted Average Cost of Capital – Introduction to Leverages – Meaning of Leverage – Types of Leverage – Significance of Financial and Operating Leverage – Limitations of Financial and Operating Leverage.

Unit -7: Dividend Decisions: Dividend–Definitions – Forms of Dividends – The Dividend Decision - Dividend Payment Procedures – Dividend Policy–Definition – Determinants of Dividend Policy – Types of Dividend Policies – Stable Dividend Policy: A Policy of Dividend Smoothing – Rational for Stable Dividend Policy – Constraints of Dividend Policy – Introduction to Dividend Decisions – Relevance of Dividend – Dividend and Uncertainty: The Bird-in-Hand Argument – Dividend Irrelevance: Modigliani-Miller Model.

BLOCK - III: WORKING CAPITAL MANAGEMENT DECISIONS

Unit - 8: Working Capital Management: Definition and Components of Working Capital – Objectives of Working Capital Management – Profitability vis-à-vis Liquidity – Policy Framework – Planning System – Operating Cycle – Organization for Working Capital Management Does Not Exist – Control and Review – Significance of Working Capital – Determinants of Working Capital – Principles of Working Capital – Financing Current Assets – The Need and Process of Maintain Working Capital – Methods of Estimation of Working Capital Requirements.

Unit- 9: Management of Inventory: Factors Influencing the Inventory Levels – Inventory Functions and Policies – Advantages of Holding Inventories – Management of Inventory – Inventory Control – Essentials of Good Inventory Control System – Techniques of Inventory Management – Inventory Management and the Role of Finance Executive.

Unit-10: Management of Accounts Receivables and Cash: Receivables in Hospitals– Patients Dues - Accounts Receivables Management – Accounts Receivables in Hospitals –Cost of Maintaining Receivables – Gears Involved in Management of Account Receivables – Control of Accounts Receivables – Responsibilities of Financial Executives – Introduction to Cash Management – Techniques of Cash Management – Role of Financial Executives - Preparation of Cash Budget.

MBA (HHCM) – 205: HEALTH ECONOMICS

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the micro and macro economics in general and economics as applied to hospital and health care sector in specific. The student will be exposed to trends in health care sector, concept of demand and supply and health care markets and models.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concept of economics, health economics, its importance, functions and scope, the inter-relationship between health and economic development, and able to demonstrate the knowledge in their profession.

CO2: Know about the demand and supply for health care, valuation of health, economics of chronic diseases, and able to use available resources for maximizing health benefits.

CO3: Acquire knowledge about the concept of market structure, causes of market failure, market interventions, major health care models prevailing across the world and able to determine prices under different market conditions, adopt appropriate health care models, etc.

BLOCK –I: INTRODUCTION TO HEALTH ECONOMICS

Unit –1: Economics – An Introduction

Unit –2: Health Economics: Concept, Nature and Areas

Unit –3: Health Care and Economic Development

BLOCK –II: DEMAND, SUPPLY AND COST ANALYSIS IN HEALTH CARE

Unit –4: Demand Analysis

Unit –5: Supply Analysis

Unit –6: Valuation of Health Care

Unit – 7: Economics of Chronic Diseases

BLOCK –III: HEALTH CARE MARKETS AND MODELS

Unit –8: Market Structure

Unit –9: Market Intervention

Unit –10: Health Care Models

Reference Books:

1. Jay Bhattacharya, Timothy Hyde, Peter Tu, “Health Economics” Macmillan Education UK, 2013
2. James Henderson, “Health Economics and Policy”, International Thomson Publishing, New York.
3. Peter Zweifel & Friedrich Breyer, “Health Economics”, Oxford University Press, Oxford.
4. Dr. D. Amutha, “A Text Book of Health Economics” Mangalam Publishers and Distributors, 2016
5. Paul J. Feldstein, “Healthcare Economics”, Cengage Learning Publishing, California, USA, 2011
6. N.K Anand & Shikha Goel, “Health Economics”, A.I.T.B.S Publishers India, New Delhi.
7. Sherman Folland, Allen C. Goodman and Miron Stano “Economics Of Health And Healthcare” 8th Edition, Routledge, New York, 2017
8. H.S.Rout & P.K. Panda, “Health economics in India”, New Century Publications, New Delhi – 2007.
9. Dwivedi, D.N., “Microeconomic Theory”, Vikas Publications, New Delhi.

MBA (HHCM) – 205: HEALTH ECONOMICS

BLOCK – I: INTRODUCTION TO HEALTH ECONOMICS

Unit – 1: Economics – An Introduction: Definition and Scope of Economics - Micro and Macro Economics - Positive and Normative Economics – Subject Matter of Economics – Important Concepts of Economics.

Unit – 2: Health Economics: Concept, Nature and Areas: Concept of Health Economics-Importance and Functions of Health Economics – Concepts in Health Economics - Nature and Scope of Health Economics - Health Economics and Health Care Economics – Indian Health Care Sector: Emerging Opportunities and Challenges - Areas of Health Economics.

Unit – 3: Health Care and Economic Development: Health and Economic Development - Circular Flow and Interdependency of Economic Activity - Health Economics and Health Care Policy.

BLOCK – II: DEMAND, SUPPLY AND COST ANALYSIS IN HEALTH CARE

Unit – 4: Demand Analysis: Law of Demand - Demand for Health Care - Elasticity of Demand in Health Care - Elasticity of Demand for Specific Classes of Health Care Services - Elasticity of Demand in Indian Health Care – Grossman’s Health Capital Model - Measurement of Demand in Health Care Forecasting – Factors behind Demand in Health Care - Estimating the Future Trend of Demand in Health Care – Challenges in Health Care Demand Forecasting in India – Role of Technology in Health Care Forecasting – Applying Suitable Forecasting Methods to Predict/ Estimate the Demand in Health Care.

Unit – 5: Supply Analysis: Concept of Supply - Sources of Supply in Health Care – Hospital Structure in India – Hospital Industry in India - Health Care Demand and Supply in India – AYUSH – Medical Technology in India - Health Care Demand and Supply Gap in India.

Unit – 6: Valuation of Health Care: Cost Concepts and Cost Analysis – Externalities in Health Care – Valuation of Health – Cost of Infections and Poor Quality – Preventive Vs. Curative Cost.

Unit – 7: Economics of Chronic Diseases: Chronic Disease: Meaning - Economic Impact of Chronic Diseases – Characteristics and Causes of NCDs – Chronic Diseases in India - Life Style Diseases.

BLOCK –III: HEALTH CARE MARKETS AND MODELS

Unit – 8: Market Structure : Market Structure: Meaning and Definition – Factors Determining Market Structure – Forms of Market Structures - Health Care Market – Pricing Regulation in Health Care Market – Price Determination under Different Market Conditions.

Unit – 9: Market Intervention: Market Intervention : Meaning - Market Failure: Meaning and Causes – Market Failure for Health Goods – Imperfections in India’s Health Care Market – Failure of Health Insurance – Government Intervention – Potential of India’s Health Care Market .

Unit – 10: Health Care Models: Health Care Models–An Introduction - Beveridge Model –Bismark Model- National Health Insurance Model – The Out-of-Pocket Model – Indian Model – Aging Population and Future Health Policy – Public Private Partnership Models in Health Care.

MBA (HHCM) – 206: HEALTHCARE SERVICES MARKETING

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the key marketing concepts, their applications with special focus on Health Care situations, conceptual frame work of marketing services, consumer / patients behaviour, etc., which facilitates the marketing managers to analyze and examine the implementation of various marketing mix concepts and strategy to firms.

Course Outcomes:

On successful completion of the course the students should be able to:

CO1: Understand in detail about the marketing concept, scope and significance of marketing in Domain Industry, role marketing and Customer Relationship Management in health care business and able to explore for themselves the role of a marketing manager and the boundaries of marketing.

CO2: Learn various market research skills for designing important marketing strategies like segmentation, positioning, targeting, and organizing for health care firms, models of Consumer Buying Behavior and able to illustrate such skills in their profession.

CO3: Familiarize with the health care product concepts and decisions, health care services pricing policies and strategies, distribution channels, place strategies, Integrated Marketing Communication, etc., and able to interpret them for designing different strategies in marketing area for HCOs, employ the marketing communication skills relevant to the corporate world, etc.

BLOCK – I: MARKETING AND ITS APPLICATIONS

Unit – 1: Marketing: An Introduction

Unit – 2: Marketing of Services

Unit – 3: Customer Relationship Management

BLOCK – II: MARKETING PLANNING AND CONSUMER BEHAVIOUR

Unit – 4: Market Segmentation, Targeting and Positioning

Unit – 5: Marketing Organization

Unit – 6: Marketing Research and Marketing Information System

Unit – 7: Consumer Behaviour

BLOCK - III: MARKETING MIX STRATEGIES

Unit – 8: Health Care Product Concepts and Decisions

Unit – 9: Health Care Services Pricing Policies and Strategies

Unit – 10: Distribution Channels and Place Strategy

Unit – 11: Integrated Marketing Communication, Personal Selling and Sales Promotion

Reference Books:

1. Phillip Kotler, 'Marketing Management', (2016) Pearson India Education Services Pvt. Ltd. New Delhi.
2. William J., Stanton, 'Fundamentals of Marketing', (2013), Tata McGraw Hill,, New Delhi.
3. Ramaswamy and Namakumari, 'Marketing Management', (2013), Sage Publications India Pvt. Ltd., New Delhi.
4. R.K. Sugandhi, ' Customer Relationship Management', New Age International Publications.

MBA (HHCM) – 206: HEALTH CARE SERVICES MARKETING

BLOCK –I: MARKETING AND ITS APPLICATIONS

Unit- 1: Marketing: An Introduction: Market and Marketing: Meaning and Definition - Evolution of Marketing – Difference between Marketing and Selling – Concepts of Marketing - Marketing Goals and Functions – The Marketing Process – Markets, Market Place, Virtual and Meta Markets – Marketing System – Marketing Management: Meaning and Importance – Role of Marketing in the Globalized Economy – Marketing Environment: Internal and External Factors – Scanning and Managing the Marketing Environment – Emerging Trends in Marketing.

Unit- 2: Marketing of Services: Concept of Services - Reasons for Growth of Service Sector - Characteristics of Services – Classification of Services – Services Marketing - Elements of Marketing Mix in Services Marketing - Understanding Customer Expectations of Services - Service Quality and its Dimensions - Building a Service Brand - Use of Technology in Marketing of Services.

Unit- 3: Customer Relationship Management: CRM: Meaning and Definition – Evolution of CRM – Objectives of CRM – Principles of CRM – CRM Process – CRM Models - Benefits of CRM - Limitations of CRM.

BLOCK-II: MARKETING PLANNING AND CONSUMER BEHAVIOUR

Unit- 4: Market Segmentation, Targeting and Positioning : Marketing Segmentation: Concept and Need - Benefits of Market Segmentation – Bases for Market Segmentation – Market Segmentation Process - Requirements for Effective Market Segmentation – Market Segmentation Strategies – Segmenting Markets for Health Care Services - Target Marketing: Meaning and Types - Target Marketing Strategies - Positioning: Meaning and Definition.

Unit- 5: Marketing Organization: Marketing Organization: Meaning and Importance - Principles of Designing Marketing Organization – Types of Marketing Organization – Marketing Organization Design for Health Care - Factors Affecting Marketing Organization - Role of Technology in Integration of Marketing Organization.

Unit - 6: Marketing Research and Marketing Information System: Marketing Research– Meaning and Definition - Importance of Marketing Research - Nature and Scope of Marketing Research – Steps in Marketing Research Process – Application of Marketing Research – Problems in Conducting Marketing Research – Use of Technology in Marketing Research – Marketing Information System (MKIS) – Importance of MKIS – Difference Between MR and MKIS – Components of MKIS - Advantages of MKIS.

Unit – 7: Consumer Behaviour: Concepts and Determinants: Consumer Behaviour: Definition – Importance of Consumer Behaviour – Scope of Consumer Behaviour for Health Care – Applications of Consumer Behaviour – Classification of Consumers - Factors Influencing Consumer Behaviour - Consumer Decision Making .

BLOCK - III: MARKETING MIX STRATEGIES

Unit - 8: Health Care Product Concepts and Decisions : Levels of Product – Classification of Products - Health Care Product Mix – Categories of Health Care Products – Applications of Product Life Cycle to Health Care Products / Services – New Product Development in Health Care Services – Health Care Services Portfolio Strategy – Diversification of Products – Branding Health Care Services – Elements of Branding - Branding Decisions - Packaging: Concept and Definition - Labelling and Marking – Functions of Labelling.

Unit- 9: Health Care Services Pricing Policies and Strategies: Pricing: Meaning and Definition - Pricing Policy: Meaning and Objectives - Factors Influencing Pricing Decisions - Procedure for Price Determination - Pricing Concepts and Strategies- Pricing Strategies for New Products - Promotional Pricing - Dynamic Pricing - Responding to Price Changes.

Unit - 10: Distribution Channels and Place Strategy: Channels of Distribution – Reasons for Using Intermediaries – Functions of Channels of Distribution – Types of Channels of Distribution – Factors in Selecting a Channel of Distribution - Wholesalers – Retailers Channel Management Decisions – Direct Marketing – Physical Distribution – Distribution of Health Care Services.

Unit - 11: Integrated Marketing Communication, Personal Selling and Sales Promotion: Integrated Marketing Communication (IMC) – Reasons for Increasing Use of IMC – Objectives and Benefits of IMC- IMC in Health Care Services – Advertising: Meaning and Functions – Objectives and Importance of Advertising – Themes and Types of Advertising – Planning Advertising Campaign – Advertising Campaigns for Health Care Services – Salesmanship – Direct Marketing – Publicity and Public Relations.

MBA (HHCM) – 207: HEALTH CARE INFORMATION AND TECHNOLOGY SYSTEMS

No. of Credits: 5

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the basic to advanced concepts of Information Technology (IT), networking concepts for corporate utility, IT use for office management with focus on activities related to health care management and also various Hospital Information System (HIS) applications, broad applications of System Development Life Cycle (SDLC) and electronic medical records for successful management of health care services.

Course Outcomes:

On successful completion of the course the students should be able to:

CO1: Gain the basic knowledge of information technology, importance of technology driven devices like computers; concepts of data and information, role of Information technology in health care, and able to use the knowledge in their career.

CO2: Develop knowledge on the detailed concepts of Hospital Information System (HIS) applications, electronic medical records and its functions, administrative applications that facilitate the decision making process of health care managers and able to apply the knowledge in practical fields.

CO3: Understand the applications and usability of clinical information systems of a health care facility, concepts of medical coding with a focus on the latest technologies, management of information, its security, digital health concepts and able to execute the knowledge in hospital administration.

CO4: Obtain a sound knowledge on System Development Life Cycle (SDLC) including system analysis, design, development, implementation and maintenance, and legal aspects of digital health and medical records and able to use the knowledge in their professional career.

CO5: Acquire hands on experience on the practical concepts of Microsoft Office tools for documentation, analysis and presentation and also the concepts of browsing and mailing in health care research.

BLOCK – I: BASICS OF INFORMATION TECHNOLOGY

Unit – 1: Basics of Computers: An Introduction

Unit – 2: Data and Information

Unit - 3: Information Technology for Health Care

BLOCK – II: HEALTH CARE INFORMATION SYSTEMS

Unit – 4: Health Care Information Systems: An Overview

Unit – 5: Electronic Medical Records

Unit – 6: Administrative Information System

BLOCK – III: CLINICAL INFORMATION SYSTEM

Unit – 7: Clinical Based Health Care Information System

Unit – 8: Computer Assisted Coding System

Unit – 9: Digital Hospital

Unit – 10: Digital Health - Legal Aspects

BLOCK – IV: SYSTEM DEVELOPMENT LIFE CYCLE

Unit – 11: System Analysis, Design and Development

Unit – 12: System Implementation and Maintenance

Unit – 13: Information Security and Management

BLOCK – V: TOPICS FOR PRACTICALS

Unit – 14: MS-Word and MS-Excel

Unit – 15: MS-Power Point, Browsing and Mailing

Reference Books:

1. V. Rajaraman, 'Fundamentals of Computers', (2010) Prentice Hall India, New Delhi.
2. Anil Kumar Saini, 'Management Information System (MIS) in Hospitals: A Computer Based Approach for Quality in Hospital Services and Administration, (1999) Deep and Deep Publications, New Delhi.
3. S. Sudalimuthu, S. Anthony Raj, 'Computer Applications in Business', (2012, 4th Edition) Himalaya Publishing House, Mumbai.
4. A.K. Saini, 'Management Information System in Hospitals: A computer based Approach'.
5. Shortliffe, E.H., Cimino, J.J.eds. Biomedical Informatics: Computer Applications in Health Care and Biomedicine (3rd Edition) New York: Springer, 2006.
6. James A. Senn, 'Analysis and Design of Information Systems', (ISE Editions) McGrawHill Education, India.

MBA (HHCM) – 207: HEALTH CARE INFORMATION AND TECHNOLOGY SYSTEMS

BLOCK – I: BASICS OF INFORMATION TECHNOLOGY

Unit – 1: Basics of Computers: An Introduction: Computer: Concept, Characteristics, Functions and Importance - Components of Computer - Storage Devices - Communication Devices – Networking: Definition, Components, Importance and Types - Methods of Networking - Network Planning and Management - Software Components of a Network.

Unit – 2: Data and Information: Data: Meaning, Definition, Terminology and Categories - Data Management: Meaning and Importance - Data Management Tools, Process and Benefits - Data Processing: Meaning and Importance – Data Processing Cycle and Requirements - Methods of Data Processing – Information: Definition and Characteristics – Use of Information - Sources of Health Care Information.

Unit - 3: Information Technology for Health Care: Basics of Office Automation Systems – Building Blocks of Office Automation Systems – Benefits of Office Automation Systems – Workflow Systems and Process Automation - Workflow Systems and Health Care - IT Enabled Services in Hospital - Data Capture: Meaning and Methods - Integrated Office Automation - Physician and Patient Engagement-IT as a Tool.

BLOCK – II: HEALTH CARE INFORMATION SYSTEMS

Unit – 4: Health Care Information Systems: An Overview: Health Care Information System: Concept and Components – Need and Benefits of Health Care Information System - Features of Health Care Information System - Types of Health Care Information System - Dimensions of Health Care Information System – Management Information System – Hospital Information System – Laboratory Information System - Radiology Information System - Electronic Medical Records (EMR) – Electronic Health Records (EHR) – Differences Between EMR and EHR.

Unit – 5: Electronic Medical Records: Medical Records : Meaning and Purposes – Traditional/ Paper Based Medical Records: Meaning, Merits and Demerits – Electronic/ Computerized Medical Records: Meaning – Merits and Demerits of EMR – Misuse of Electronic Medical Records – Challenges in Implementing Wireless Computerized Patient Records – Electronic Medical Documentation and Smart Cards – Importance of Statistical Software Packages in Maintaining EMR.

Unit – 6: Administrative Information System: Administrative Information System: Meaning and Merits - Reception / Front Office Information System – Pharmacy Information System – Materials Management Information System - Financial Accounting Information System - HRM / Training and Development Information System – House Keeping Management Information System.

BLOCK – III: CLINICAL INFORMATION SYSTEM

Unit – 7: Clinical Based Health Care Information System: Clinical Information System: Meaning, Areas Addressed, Benefits and Barriers – Modules of Health Care Information System - Appointment Scheduling – Computerized Physical Order Entry (CPOE) – Ward Information System – Operation Theatre Information System – Clinical Laboratory Information System – Blood Bank Information System – Eye Bank Information System – Nursing Information System.

Unit – 8: Computer Assisted Coding System: Computer Assisted Coding: Meaning - Medical Transcription – Various Terminologies of Coding – Classification of Coding Techniques – CAC Classification Requirements – Benefits of Using CAC Software – CAC-Integration Strategies – International Classification of Diseases 10th Revision.

Unit – 9: Digital Hospital: Digital Health : Meaning and Importance – Characteristics of Digital Health Care Organizations- e-Health: Meaning and Definition - The 10 E's In 'e-Health' – Merits and Demerits of 'e-Health' System - Tele-Health: Definition – Clinical and Non-Clinical Uses of Tele-Health Technologies – Tele-Health Modes – Benefits of Tele-Health - Challenges to Tele-Health - Health Monitoring Devices: Meaning and Categories - Functional Areas of Wearable Monitoring Devices - The Digital Ward: Technologies/ Devices Used and Ethical Issues.

Unit – 10: Digital Health - Legal Aspects: Role of Medical Records in Health Care Delivery –Health Care System-EHR Applications – General Medical Records–Standards and Policies – Data Privacy and Security - Purpose of the Security Standards – Security Technical Standards – Administrative Safeguard Standards – Physical Safeguard Standards – Legal Aspects of Medical Records – Protected

Health Information – Data Access and Confidentiality – Digital Information Security in Health Care Act.

BLOCK – IV: SYSTEM DEVELOPMENT LIFE CYCLE

Unit – 11: System Analysis, Design and Development: System Development Life Cycle: Meaning and Phases – System Planning – System Analysis and System Design – Importance of System Analysis and Design - Object Oriented Analysis and Design (OOAD) – Phases of System Design (Logical and Physical System Design) - Tools and Techniques for System Design - Systems Development – SDLC Models.

Unit – 12: System Implementation and Maintenance: Purpose of System Implementation - Phases in System Implementation – Implementation Tasks – Procedure Development – Testing – Documentation – System Evaluation – System Maintenance.

Unit – 13: Information Security and Management: Data Base Management System – Relational Database Management System – Health Care Information Standards – Data Security – Information Security in Hospital Information Systems – Various Threats and Controls – Data Breach – Security Controls– HIPAA - Different Data Security Technologies.

BLOCK – V: TOPICS FOR PRACTICALS

Unit – 14: MS Word and MS Excel: MS-Word – Mail Merge – Creating Macros – MS Excel.

Unit – 15: MS Power Point and Browsing and Mailing: MS-Power Point - Browsing – Mailing.

MBA (HHCM) – 208: MEDICAL TOURISM

No. of Credits: 2

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the global scenario of tourism in health care. This course with a focus on how the healthcare business is transforming across the globe will give a good insight to the students on what works for international health care markets.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concept, types of medical tourism, types of medical tourists, products and packages available in medical tourism, alternative systems of medicine, etc., and able to show competence in designing and implementing medical tourism products and packages.

CO2: Understand the legal and ethical aspects of medical tourism, promotional strategies relating to medical tourism, medical tourism in India, exigencies and medical tourism and able to appreciate how the legalities and other external factors will influence the industry and make decisions accordingly.

BLOCK - I: MEDICAL TOURISM- EVOLUTION AND PACKAGES

Unit – 1: Medical Tourism: An Introduction

Unit – 2: Medical Tourism: Products and Packages

Unit – 3: Medical Tourism and Alternative Systems of Medicine

BLOCK - II: MEDICAL TOURISM: LEGAL ASPECTS AND PROMOTIONAL STRATEGIES

Unit - 4: Medical Tourism: Regulatory Laws and Ethical Issues

Unit -5: Medical Tourism: Promotional Strategies

Unit -6: Medical Tourism in India

Unit – 7: Exigencies and Medical Tourism

Reference Books:

1. Percy K.Singh, Medical Tourism – Global Outlook & Indian /scenario, Kanishka Publishers, New Delhi.
2. Seddhendra Narayan Misra, Sapan Kumar Saduar, Basics of Tourism Management, Excel Books, New Delhi.
3. Sonal Kulakarni—Medical Tourism in India

4. Boyd, JB, McGrath, MH, and Maa, J. Emerging Trends in the Outsourcing of Medical and Surgical Care, *Arch Surg.* 2011; 146: 107–112.

MBA (HHCM) – 208: MEDICAL TOURISM

BLOCK – I: MEDICAL TOURISM- EVOLUTION AND PACKAGES

Unit – 1: Medical Tourism: An Introduction: Concept of Medical Tourism – History of Medical Tourism – Growth of Medical Tourism – Types of Medical Tourism – Types of Medical Tourists - Benefits of Medical Tourism – Global Medical Tourism Scenario.

Unit – 2: Medical Tourism: Products and Packages: Factors for Designing Tour Products - Steps for Designing Tourism Packages / Tour Products – Issues while Designing a Medical Tourism Product – Approvals and Formalities – Medical Tourism Facilitators - Pre-Tour Arrangements – Post-Tour Management – Claiming Health Insurance in Medical Tourism – Hospice.

Unit -3: Medical Tourism and Alternative Systems of Medicine: Alternative Systems of Medicine– Introduction - Ayurveda – Yoga – Naturopathy – Unani - Siddha - Homoeopathy – AYUSH and Medical Tourism – SPA and Wellness Tourism.

BLOCK – II: MEDICAL TOURISM: LEGAL ASPECTS AND PROMOTIONAL STRATEGIES

Unit – 4: Medical Tourism: Regulatory Laws and Ethical Issues: Accreditation and Certification in Medical Tourism – Ethical Issues in Medical Tourism – Legal Issues in Medical Tourism – Economic, Social and Political Issues in Medical Tourism – Foreigner Regional Registration – Organ Transplantation Rules and Regulations - Medical Negligence and Malpractices.

Unit - 5: Medical Tourism: Promotional Strategies: Introduction to International Health Care Markets - Branding – Digital Marketing – Public Relations – Word of Mouth Communication – Promotion Strategies of Various Hospitals: India and Abroad – Promotional Strategies by Government.

Unit - 6: Medical Tourism in India: Medical Tourism Destinations – Current Trends – SWOT Analysis of Indian Medical Tourism – Challenges – Government Support.

Unit – 7: Exigencies and Medical Tourism: The Impact of Pandemics–Infectious Diseases on Medical Tourism – The Impact of Terrorism and Other Disasters on Medical Tourism – The Bouncing Back of Medical Tourism (Post-Covid–19) – Case Study: A Crisis Turned into an Opportunity.

SECOND YEAR – III SEMESTER

MBA (HHCM) – 301: SUPPLY CHAIN MANAGEMENT

No. of Credits: 5

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the important aspects of Supply Chain Management at hospitals, the process of flow of medical products and services from the manufacturer to the health care consumer, etc.. This course will help the students to have a deeper understanding of Supply Chain, Logistics and Materials requirements with reference to Health Care Industry.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concepts of Supply Chain, functions, principles and components of Supply Chain Management (SCM), Value Chain Delivery Systems for SCM, comprehend different types of supply chain, trends in health care supply chain, different types of business strategies related to SCM and able to apply the knowledge in making effective decisions in SCM of HCOs.

CO2: Get deeper knowledge about the meaning of Logistics, its role in SCM, various types of Logistics, costs related to Logistics, concepts of Outsourcing, Logistical Competitive Advantage, transportation management systems, warehouse management system, different types of materials handling techniques in HCOs, role of IT in SCM and Logistics Management and able to apply the knowledge in their profession.

CO3: Learn various skills relating to materials management like material requirement forecasting techniques, make or buy decisions, Material Requirements Planning, parameters of purchasing, computerized purchasing system, purchasing system at Government Organizations, concept of e-procurement, types and procedure of purchasing, purchase orders, etc., and able to employ the skills for effective materials management of HCOs.

CO4: Acquire knowledge about the concept, importance and challenges related to inventory management, inventory control, classification of inventory, costs associated with inventory, concepts of lead time and buffer stock, various methods of inventory management, MBASIC analysis, Economic Order Quantity, Just in Time, Vendor Managed Inventory and able to illustrate the knowledge in real life situations.

CO5: Know in detail about stores management including the types and functions of stores in HCOs, duties of a store manager, stores ledger and manual, bin system, classification, codification and standardization of inventory, various stores accounting systems and demonstrate in their career.

BLOCK - I: SUPPLY CHAIN MANAGEMENT

Unit - 1: Supply Chain Management: An Introduction

Unit - 2: Supply Chain Management in Health Care

Unit - 3: Supply Chain Strategies in Health Care

BLOCK - II: LOGISTICS MANAGEMENT

Unit - 4: Logistics Management: An Overview

Unit -5: Components of Logistics Management

Unit - 6: Role of IT in Logistics and Supply Chain Management

BLOCK - III: MATERIALS MANAGEMENT

Unit - 7: Materials Planning and Control

Unit - 8: Materials Management in Hospitals

Unit - 9: Purchasing Management

Unit - 10: Purchase Procedures

BLOCK - IV: INVENTORY MANAGEMENT

Unit - 11: Inventory Management: An Overview

Unit - 12: Inventory Management Techniques

Unit - 13: Inventory Practices

BLOCK - V: STORES MANAGEMENT

Unit - 14: Stores Management: Importance, Classification, Functions and Stores Layout

Unit-15: Stock Verification, Classification, Codification, Standardization and Stores Accounting Systems

Reference Books:

- 1) Sridhara Bhatt, K., Logistics and Supply Chain Management, Himalaya Publishing House.
- 2) Agarwal D. K., Textbook of Logistics and Supply Chain Management, MacMillan.
- 3) Mohanty R.P., and Deshmukh S. G., Supply Chain Management: Theory and Practices.
- 4) Datta, Materials Management, Prentice Hall.
- 5) Sridhara Bhatt K., Materials Management, Himalaya Publishing House.
- 6) Gopala Krishnan, Purchasing & Materials Management, Tata MacGraw Hill.
- 7) Jhamb L.C., Materials and Logistics Management, Everest Publishing House.

MBA (HHCM) – 301: SUPPLY CHAIN MANAGEMENT

BLOCK - I: SUPPLY CHAIN MANAGEMENT

Unit - 1: Supply Chain Management: An Introduction: What is Supply Chain?- Supply Chain Management: Concept And Definitions - Objectives of Supply Chain Management – Functions of Supply Chain Management - Components of Supply Chain Management - Framework of Supply Chain Management - Reverse Supply Chain – Value Chain and Value Delivery Systems for SCM - Optimization in Supply Chain.

Unit - 2: Supply Chain Management in Health Care: Supply Chain in Health Care Organizations – Importance of SCM in Health Care Organizations – Role of SCM in Health Care Organizations – Traditional Vs. New Ways of Managing Health Care – Key Supply Chain Terminologies and Concepts – Principles of SCM – Integrating Health Care Processes Through SC Principles – Flows in a Health Care Supply Chain – Concepts, Technologies and Digital Solutions in Hospital Logistics – Types of Health Care Supply Chain – Internal and External Supply Chain – Extended Supply Chain – Closed Loop Supply Chain – Global and Domestic Supply Chain – Hospital Supply Chain Management System - Key Trends in Health Care Supply Chain.

Unit - 3: Supply Chain Strategies in Health Care: Supply Chain Management Decisions Areas – Strategic Decisions (Supply Chain Strategy) – Planning Decisions (Supply Chain Planning) – Operations/ Operational Decisions (Supply Chain Operations) – Location Decisions – Inventory Decisions – Transportation Decisions – Health Care Supply Chain Strategy: Importance - Steps in Designing a Supply Chain Strategy for HCOs – Different Strategies of Health Care Organizations – Alignment of Business Strategy and Supply Chain Strategy - Functional (Organizational) Strategies – Supply Chain Framework Strategies – Logistics-Based Strategies - Strategic Fit.

BLOCK - II: LOGISTICS MANAGEMENT

Unit - 4: Logistics Management: An Overview: Logistics and Logistics Management: Meaning and Importance - Types of Logistics - Important Terms used in Logistics Management - Process Logistics Cycle – Differences between Logistics and Supply Chain – Outsourcing of Logistics – Logistics Costs – Logistics Elements – Logistical Competitive Advantage – Logistics Management in Health Care Industry.

Unit -5: Components of Logistics Management: Components of Logistics - Transportation Management – Materials Handling - Warehouse Management.

Unit - 6: Role of IT in Logistics and Supply Chain Management: Role of Information Technology in Business - Role of Computers in Supply Chain Management –Information Technology in Logistics Management – Transportation Management System – Order Management System (OMS) – Warehouse Management System.

BLOCK - III: MATERIALS MANAGEMENT

Unit - 7: Materials Planning and Control: Materials Management: Evolution, Meaning and Role – Scope/Functions of Materials Management – Importance of Materials Management and Other

Departments – Materials Handling Systems – Sourcing and Supply Management – Forecasting Methods – Aggregate Production Planning in Materials Management - Inventory: Concepts, Functions and Control - Aggregation of Orders in Optimizing Inventory Costs – Materials Requirement Planning.

Unit - 8: Materials Management in Hospitals: Materials Management and Hospital Objectives – Role of Supply Chain Management in Health Care - Materials Management and Hospital Operations – Changes Required for Achieving Better SCM and Effective Operations in Health Care – Challenges for Supply Chain Management in Hospital Operations – Scary External Factors for Supply Chains.

Unit - 9: Purchasing Management: Purchasing: Meaning and Definition – Importance of Purchasing – Objectives of Purchasing – Functions of Purchasing Department – The Parameters and Ten Rs of Purchasing - Purchase Procedure – Purchase Decisions and Policies – Duties and Responsibilities of Purchase Manager - Vendor Management - Vendor Evaluation: Meaning and Factors to be considered in Evaluation - Vendor Analysis – Computerized Purchasing System – Purchasing in Government Organizations – Government Tender Process – Supplier Relationship Management: Meaning, Benefits, Types and Process.

Unit - 10: Purchase Procedure: Meaning of Purchasing Procedure - e-Procurement: Meaning and Benefits – Procurement Process Vs Purchasing Process – Steps in Purchasing Process – Types of Purchases – Joint Shared Purchasing – Purchase Orders: Importance and Types – Letter of Credit – Negotiations – Purchasing Procedure in Health Care Industry.

BLOCK - IV: INVENTORY MANAGEMENT

Unit - 11: Inventory Management: An Overview: Inventory: Definition – Functions of Inventory - Inventory Management: Meaning and Importance – Objectives of Inventory Management – Advantages and Disadvantages of Inventory Management System – Challenges Faced by HCOs - Inventory Decisions – Inventory Control: Meaning, Objectives, Methods and Advantages For HCOs - Inventory Tracking – Classification of Inventory – Lead Time and Buffer Stock – Reasons for Holding Inventory – Inventory Costs – Expandable and Non-Expandable Hospital Inventory – Effective Management of Inventory HCOs.

Unit - 12: Inventory Management Techniques: Classification of Inventory Management Techniques – Traditional Techniques – Modern Techniques – Selective Inventory Techniques - MBASIC Analysis.

Unit - 13: Inventory Practices: Economic Order Quantity Model (EOQ) – Quantity Discount - Just in Time (JIT) System of Inventory – Vendor Managed Inventory.

BLOCK - V: STORES MANAGEMENT

Unit - 14: Stores Management: Importance, Classification, Functions and Stores Layout: Stores and Stores Management: Meaning – Importance and Objectives of Stores Management - Classification of Stores - Functions of Stores – Store Management in HCOs: Importance, Goals and Objectives – Types of Stores in HCOs – Duties of Storekeeper – Duties of Medical Officer In-Charge of Stores – Stores Layout – Stores Building Types – Layout Design: Importance and Types – Types of Stores Layout.

Unit - 15: Stock Verification, Classification, Codification, Standardisation and Stores Accounting Systems: Stores Manual and Ledger – Bin System – Stock Verification – Classification and Codification: Meaning, Advantages, Principles and Methods – Standardization: Meaning and Benefits – Simplification/Variety Reduction – Stores Accounting Systems – Measurement of Stores Efficiency.

MBA (HHCM) – 302: TOTAL QUALITY MANAGEMENT AND ACCREDITATION

No. of Credits: 5

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the concepts of Health Care Quality Management and Accreditation at local, national and international level on a journey towards safe and efficient patient care and show how all the fundamental disciplines of a health care firm are intrinsically linked with the concepts of service excellence and quality.

Course Outcomes:

On successful completion of the course the students should be able to:

CO1: Gain the basic knowledge on health care quality and its evolution, concepts and role of quality management in the broad health care scenario, the principles of quality control, quality assurance, quality improvement and deployment of quality as a function and able to appraise their importance in maintaining quality of HCOs.

CO2: Get deeper knowledge about the quality management tools ranging from basic to advanced level for improving processes, strategic approaches to quality management in health care and hospitals, Systems, Six Sigma and Lean Management approaches to Total Quality Management (TQM), and able to choose appropriate tools / techniques / approaches in practical field,

CO3: Know the role of quality in achieving operational excellence and business development of HCOs, role of the hospital administrator in achieving operational excellence, use of quality as a measurement tool, and able to use appropriate tools in optimal utilization of resources to improve efficiency of HCOs, etc.

CO4: Obtain a sound knowledge on accreditation in health care industry, role of various organizations like NABH, JCI, etc., functioning at local, national and international level, in accreditation of HCOs, and able to maintain standards and norms prescribed by the accreditation organizations in practical field.

CO5: Know the concepts of empanelment, certifications, and their relationship with health care quality, the latest trends in health care quality and able to initiate measures for the empanelment / certification of the HCOs and introduce new techniques / processes that may lead to TQM of HCOs.

BLOCK - I: INTRODUCTION TO QUALITY MANAGEMENT

Unit - 1: Health Care Quality: An Overview

Unit - 2: Evolution of Quality Management

Unit - 3: Quality Management in Health Care

BLOCK - II: QUALITY IMPROVEMENT TOOLS

Unit - 4: Basic Quality Tools

Unit - 5: Advanced Quality Tools

Unit - 6: Systems Approach to Quality

Unit - 7: Six Sigma and Lean Management

BLOCK - III: QUALITY: OPERATIONS EXCELLENCE AND BUSINESS DEVELOPMENT

Unit - 8: Quality in Patient Care

Unit - 9: Role of Quality in Hospital Performance

Unit - 10: Quality as Measurement Tool

BLOCK - IV: ACCREDITATION IN HEALTH CARE

Unit - 11: Health Care Accreditation: An Introduction

Unit - 12: National Level Accreditation (NABH – NABL)

Unit - 13: International Accreditation (JCI)

BLOCK-V: EMPANELMENT AND CERTIFICATIONS AND TRENDS IN HEALTH CARE QUALITY

Unit – 14: Empanelment and Certifications

Unit – 15: Trends in Health Care Quality

Reference Books:

- 1) Bester Field H. Dale, Total Quality Management, Pearson, New Delhi.
- 2) Sridhar Bhat K., Total Quality Management, Himalaya Publications, Mumbai.
- 3) Sundara Raju S.M., Total Quality Management: A Premier, Tata McGraw Hill.
- 4) Srinivasan N. S., and Narayana V., Managing Quality – Concepts and Tasks, New Age International.
- 5) Kume H., Management of Quality, Productivity Press.
- 6) Dennis Lock, Handbook of Quality Management.
- 7) Hammer M., and Spect, Business Process Reengineering, ISQUA Journal (1995).

- 8) Karen Parsley & Philomena Corriagn, Quality Improvement in Nursing and Health Care: A Practical Approach, Chapman & Hall, London.
- 9) Scott B. Ransom, Manik S. Joshi & David B. Nash, The Health Care Quality Book: Vision, Strategy and Tools, Standard Publishers & Distributors, Delhi.

MBA (HHCM) – 302: TOTAL QUALITY MANAGEMENT AND ACCREDITATION

BLOCK - I: INTRODUCTION TO QUALITY MANAGEMENT

Unit – 1: Health Care Quality: An Overview: Quality Concepts - Dimensions and Determinants of Quality - Types of Quality - Views of Quality - Costs and Economics of Quality - Different Stakeholders and their Perception of Quality - Minimal Requirements for the Delivery of Quality Health Care - Total Quality Management: Significance and Essentials - Principles of Quality Management.

Unit – 2: Evolution of Quality Management: Evaluation of Quality through Quality Gurus - Quality Gurus.

Unit – 3: Quality Management in Health Care: Health Care Quality System – Quality Function Deployment – House of Quality – Hospital (Health Care) Committees.

BLOCK - II: QUALITY MANAGEMENT TOOLS

Unit – 4: Basic Quality Tools: Flow of Information [Input – Process – Output (Outcome)] – Processes in Service Organization and Control – Brainstorming – Check Sheet – Histogram - Scatter Diagrams – Process Mapping – Cause and Effect Diagram – Pareto Chart – Run Chart – Control Charts.

Unit – 5: Advanced Quality Tools: Five-Whys Technique – Force Field Analysis – Nominal Group Technique – Affinity Diagram – Relations Diagram – Tree Diagram – Matrix Diagram – Arrow Diagram – Matrix Data Analysis Chart – Process Decision Program Chart.

Unit – 6: Systems Approach to Quality: Concept and Significance of Systems Approach – Benchmarking – Business Process Reengineering – Failure Mode and Effects Analysis (FMEA).

Unit – 7: Six Sigma & Lean Management: Basics of Six Sigma - Six Sigma in Hospitals - Six Sigma: Evolution, Methodologies, Benefits – Six Sigma: Best Practice Case Illustrations – Lean Management: Evolution - Lean Management: Principles - Lean Management Tools and Techniques - Lean Management: Benefits - Six Sigma Vs Lean Management.

BLOCK - III: QUALITY: OPERATIONS EXCELLENCE AND BUSINESS DEVELOPMENT

Unit – 8: Quality in Patient Care: Patient Need Satisfaction Concepts – Patient-Centered Care: Concept and Significance – Contemporary Quality Improvement and Patient Safety Initiatives – Use of Root Cause Analysis in Evaluating the Challenges – Streamlining Patient Flow.

Unit – 9: Role of Quality in Hospital Performance: Allocating Resources Effectively to Handle Bottlenecks – Improving the Efficiency of Patient Care Administration and Coordination – Identifying KRAs and Developing Appropriate KPIs – Other Performance Management Tools.

Unit - 10: Quality as Measurement Tool: Drivers and Strategic Outcomes in Clinical Setting – Clinical (and Medical) Audit – SWOT Analysis – Analysis, Interpretation and CQI – Dashboards and Scorecards.

BLOCK - IV: ACCREDITATION IN HEALTH CARE

Unit - 11: Health Care Accreditation: An Introduction: Types of Accreditation (Accrediting Organizations) - Driving Factors of Accreditation - Process of Accreditation - Role of Accreditation – Benefits of Accreditation (Patient Safety and Quality).

Unit – 12: National Level Accreditation (NABH – NABL): Quality Council of India (QCI) - Quality Council of India: Structure and Functions – NABH: Concepts – NABH Structure – NABH Standards, Objectives, Policies and Procedures – NABH: Accreditation Process – NABH: Benefits – NABL: Concepts – NABL: Structure - NABL: Scope of Accreditation – NABL: Preparation and Process of Accreditation – NABL: Benefits.

Unit - 13: International Accreditation (JCI): JCI Accredited Hospitals in India – Areas of JCI Accreditation - Standards and Measurable Elements of JCI – JCI Accreditation Process – Benefits of JCI Accreditation – International Patient Safety Goals.

BLOCK -V: EMPANELMENT AND CERTIFICATIONS AND TRENDS IN HEALTHCARE QUALITY

Unit – 14: Empanelment and Certifications: Standards Required for Empanelment – Types of Empanelment: Government – Types of Empanelment: Private – Certifications and Accreditation – Empanelment and Health Care Quality – ROHINI National Registry.

Unit – 15: Trends in Health Care Quality: Health Care Information Technologies– Electronic Health Record (EHR)–Patient Safety - Health Care Associated Infections (HAI) and Economic Burden - Medico-Legal Aspects and Ethics and Health Care Quality – Medical Devices Technology–Healthcare Access–Quality Improvement.

MBA (HHCM) – 303: DRUGS, EQUIPMENT AND TECHNOLOGY MANAGEMENT

No. of Credits: 5

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the three important aspects of healthcare industry, Drugs, Equipment and Technology. The course is designed with an objective of imparting knowledge on basics of drug development and control, equipment procurement and management, technology adaptation in healthcare industry. These insights are important for healthcare administrators to effectively manage the high cost items of the organization in an efficient way.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the meaning of drug, discovery and development of drugs, use of drugs, processes flows, laws governing the research, development, and licensing of medicines and able to follow appropriate procedures in the discovery, use of drugs, etc.

CO2: Gain an in-depth knowledge about drug management including planning, procurement, storage and dispensation of drugs, inventory management of drugs, and able to apply the knowledge in their career.

CO3: Gain understanding of equipment management including, planning, procurement, maintenance, commissioning and de-commissioning of equipment and demonstrate the knowledge in their profession as health care administrators.

CO4: Learn about different types of technologies innovated and introduced in health care field, role of wireless technology in health care management, present trends in health care technology and able to identify appropriate technologies can be used in HCOs.

CO5: Remember the application of technology in health care services like clinical specialties, support services, and the know the future trends in health care technology and able to illustrate the knowledge on use of newer technologies in various clinical and support service areas of health care industry.

BLOCK - I: DRUGS: BASIC CONCEPTS

Unit – 1: Discovery and Development of Drugs

Unit – 2: Use of Drugs

Unit – 3: Laws Relating to Drugs

BLOCK- II: DRUG MANAGEMENT

Unit – 4: Planning and Procurement of Drugs

Unit – 5: Storage and Dispensation of Drugs

Unit – 6: Drug Inventory Management

BLOCK – III: EQUIPMENT MANAGEMENT

Unit – 7: Equipment: Planning and Selection

Unit – 8: Equipment: Procurement and Operations

Unit - 9: Equipment Maintenance

BLOCK – IV: HEALTH CARE TECHNOLOGY

Unit – 10: Adopting Health Care Technology

Unit – 11: Present Trends in Health Care Technology

Unit – 12: Wireless Technology

BLOCK – V: APPLICATION OF TECHNOLOGY IN HEALTH CARE UNITS

Unit – 13: Technology in Clinical Specialties

Unit – 14: Technology in Support Services

Unit – 15: Future Trends in Health Care Technology

Reference Books:

- 1) Dodds Linda, 'Drugs in Use', (2013) Pharmaceutical Press.
- 2) GL. Chattri, 'Nursing Drug Dosages and their Calculations', (2017) Jaypee Brothers Medical Publishers, new Delhi.
- 3) Dr. Ramesh K. Goyak, Dr.R.K. Parikh, 'Textbook of hospital Pharmacy,' B.S. Shah Prakashan.
- 4) WHO (2011): 'Need Assessment for Medical Devices', WHO Medical Device Technical.
- 5) D.C. Joshi, Mamta Joshi, 'Hospital Administration', (2017) Jaypee Publishers, New Delhi.
- 6) Karen Smiley, Medical Billing & Coding For Dummird', (2019) Wiley Publishers.

MBA (HHCM) – 303: DRUGS, EQUIPMENT AND TECHNOLOGY MANAGEMENT

BLOCK - I: BASIC CONCEPTS OF PHARMACOLOGY

Unit – 1: Discovery and Development of Drugs: Meaning of Drug Discovery – Phases in the Development of Drugs/ Medicines - Development Process (Clinical Trials) - Formulation of Drugs - Narcotics and Special Drugs - Controlled Substances.

Unit – 2: Use of Drugs: Use and Abuse of Drugs - Rational Use of Drugs - Drugs and Therapeutic Committee - Commonly used Medicines in a Hospital.

Unit – 3: Laws Relating to Drugs: The Pharmacy Act, 1948 - The Drugs and Cosmetics Act, 1940- The Drugs (Control) Act, 1950 - The Narcotic Drugs and Psychotropic Substances Act, 1985 – Licenses for Drugs - Prescription Audit.

BLOCK- II: DRUG MANAGEMENT

Unit – 4: Planning and Procurement of Drugs: Organization of Drugs in Hospitals – Pharmacy and its Function – Drug Management Cycle – Steps in Drug Management Cycle – Organization of Purchase Department – Methods of Purchasing – Modes of Purchasing – Steps in Purchase Procedure – Credit Information and Credit Memoranda – Estimation of Drugs Requirements – Price of Drugs – Requisition, Supply and Receipt of Drugs - Two Bin Inventory Control - Cyclic System – Supply Chain Management.

Unit – 5: Storage and Dispensation of Drugs in Hospital: Storage of Drugs – Legal Aspects of Storage of Drugs - Procedure for Drug Indenting – Drug Dispensation – Drugs not Administered – Billing for Pharmacy Services – Guidelines for the Safe Disposal of Expired Drugs.

Unit – 6: Drug Inventory Management: Inventory: Meaning and Types – Inventory Control – Important Terminology in Inventory Control – Methods of Inventory Control – Inventory Analysis: Meaning and Levels – Different Types of Inventory Analysis – Ordering Systems - Computerized Drug Management System.

BLOCK – III: EQUIPMENT MANAGEMENT

Unit – 7: Equipment Planning and Selection: Points to be Considered in Equipment Planning - Equipment Planning, Selection and Management - List of Common Medical Equipments in a Hospital – Equipment Maintained in Intensive Care Units (ICUs) – Justification of Purchase Proposal - Hospital Need Assessment - Equipment Selection Guidelines – Estimation of Cost – Estimation of Break-Even

Point and Profit – Projection in Hospital Budget – Issues and Challenges in the Planning and Selection of Medical Equipment.

Unit – 8: Equipment Procurement and Operations: Procurement / Purchase of Medical Equipment – Principles and Objectives of Purchasing – Responsibilities of Purchase Department – Types of Purchasing and Purchasing Policy – Purchase Procedure – Installation and Commissioning – Equipment History, Documentation and Monitoring - Replacement of Equipment and Buyback Policy.

Unit- 9: Equipment Maintenance: Equipment Maintenance: Meaning and Importance –Depreciation - Maintenance Planning – Inspection and Preventive Maintenance (IPM) and Corrective Maintenance - Predictive and Emergency Maintenance – Annual Maintenance Contract - Calibration Tests - Spares Management – Disposal and Recall of Equipments.

BLOCK – IV: HEALTH CARE TECHNOLOGY

Unit – 10: Adopting Health Care Technology: Hospitals and Technology – Planning and Adopting Appropriate Technology in Health Care – Mechanism to Ensure Appropriate Use of Health Care Technologies - Problems and Constraints Associated with Health Care Technology.

Unit – 11: Present Trends in Healthcare Technology: Current Trends in Health Care Technology – Biomedical Technology- Biomedical Informatics - Factors Affecting the Growth of New Medical Technology.

Unit – 12: Wireless Technology: Wireless Technology - Telemedicine – Picture Archiving and Communication System (PACS) – Radio Frequency Identification (RFID) - Paperless Hospitals.

BLOCK – V: APPLICATION OF TECHNOLOGY IN DIFFERENT HEALTHCARE SERVICES

Unit-13: Technology in Clinical Specialties: Technology in Radiology Services –Technology in Lab Services - Technology in Nephrology Services - Technology in Urology Services - Technology in Cardiology Services - Technology in Oncology Services – Challenges of Technology Advancements in Hospital and Health Care Services.

Unit – 14: Technology in Support Services: Use of Technology in Registration Services – Use of Technology in Billing Services - Use of Technology in Discharge Services.

Unit – 15: Future Trends in Health Care Technology: Artificial Intelligence – Robotics – Virtual Hospitals – Augmented Reality – Home Health Care Technologies.

MBA (HHCM) – 304: COST AND MANAGEMENT ACCOUNTING

No of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the meaning, methods, techniques of costing, the decision making process by applying management accounting tools to enable the students to make effective decisions rationally.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concepts of costing, cost accounting, cost accountancy, cost control, methods and techniques of costing, procedure for preparation of cost sheet, methods of costing which are applicable to health care organizations and able to apply the knowledge in their profession.

CO2: Learn about various techniques of costing, viz., marginal costing, budgeting and budgetary control, and standard costing and able to apply various techniques of costing including Activity based costing for managerial decision making.

CO3: Get an in-depth knowledge about the meaning, role, tools and techniques of management accounting, analysis and interpretation of financial statements, methods and techniques of financial statements analysis, various ratios used in financial statement analysis, preparation and presentation of cash flow statement, and able to analyze and interpret financial information specific to the health care setting by using different management accounting tools.

BLOCK – I: COSTING AND METHODS OF COSTING

Unit – 1: Costing – An Introduction

Unit – 2: Cost Sheet

Unit - 3: Methods of Costing

BLOCK - II: TECHNIQUES OF COSTING

Unit – 4: Marginal Costing

Unit – 5: Budgeting and Budgetary Control

Unit – 6: Standard Costing

BLOCK – III: MANAGEMENT ACCOUNTING

Unit – 7: Management Accounting – An Introduction

Unit – 8: Financial Statements: An Introduction

Unit – 9: Ratio Analysis

Unit – 10: Cash Flow Statement

Reference Books:

- 1) Anthony A. Atkinson, Robert S. Kaplan, S. Mark Young, Management Accounting, Pearson Education Pvt. Ltd., Singapore.
- 2) Ravi Kishore M, Cost and Management Accounting, Second edition, Taxmann Publishers, New Delhi.
- 3) Steven A. Finkler. David'.M. Ward. Accounting for Health Care Organizations, 2nd Edition, Aspen Publishers.
- 4) Jain and Narang KL “Advanced Cost and Management Accounting” Kalyani Publishers
- 5) Charles T Horgren, George Foster, Srikant M. Datar – Cost Accounting – A Managerial Emphasis, Prentice Hall, India
- 6) Sharma and Gupta, Management Accounting, Kalyani Publishers.

MBA (HHCM) – 304: COST AND MANAGEMENT ACCOUNTING

BLOCK – I: COSTING AND METHODS OF COSTING

Unit – 1: Costing – An Introduction: Costing, Cost Accounting and Cost Accountancy – Cost and Classification of Costs – Cost Control – Objectives of Cost Accounting – Essentials of a Good Costing System – Distinction between Cost Accounting and Financial Accounting – Costing: Methods and Techniques – Costing: An Aid to Management – Limitations of Cost Accounting – Installation of a Cost System.

Unit – 2: Cost Sheet: Different Elements of Cost – Computation of Prime Cost - Computation of Works Cost - Expenses Excluded from Total Costs – Cost Sheet or Statement of Cost - Cost Sheet Preparation Without Stocks – Cost Sheet Preparation with the Treatment of Stocks – Advantages of Cost Sheet.

Unit - 3: Methods of Costing: Methods of Costing – Single / Unit / Output Costing – Introduction to Job Costing – Nature and Features of Batch Costing – Activity Based Costing (ABC) – Introduction to Services Costing.

BLOCK - II: TECHNIQUES OF COSTING

Unit – 4: Marginal Costing: Definitions - Features of Marginal Costing – Differences between Marginal Costing and Absorption Costing – Marginal Costing and Direct Costing - Income Determination under Absorption Costing and Marginal Costing – Contribution - Break-Even Analysis / Cost-Volume-Profit Analysis – Break Even Point – Profit-Volume Ratio (P/V Ration) – Margin of Safety – Applications of Marginal Costing – Limitations of Marginal Costing.

Unit – 5: Budgeting and Budgetary Control: Meaning of a Budget – Meaning and Nature of Budgetary Control – Budget, Budgeting and Budgetary Control - Objectives of Budgetary Control – Characteristics of Good Budgeting – Requisites of a Successful Budgetary Control System – Essentials of Budgetary Control – Classification and Types of Budgets – Procedure for Preparation of Various Budgets.

Unit – 6: Standard Costing: Historical Costing - Concept of Standard Cost and Standard Costing – Steps Involved in Standard Costing – Standard Cost Vs. Target Cost – Standard Cost and Estimated Cost – Advantages of Standard Costing – Limitations of Standard Costing - Preliminaries for Establishing a System of Standard Costing - Analysis of Variance – Classification of Variances- Procedure for Solving Practical Problems.

BLOCK – III: MANAGEMENT ACCOUNTING

Unit – 7: Management Accounting – An Introduction: Emergence of Management Accounting as a Separate Branch of Accounting – Meaning and Definition – Nature of Management Accounting – Scope of Management Accounting – Objectives – Role of Management Accounting – Functions – Distinction between Management Accounting and Financial Accounting – Tools and Techniques of Management Accounting – Installation of Management Accounting System – Advantages and Limitations – Management Accounting as an Information System for Decision Making.

Unit – 8: Financial Statements: An Introduction: Financial Statements: Meaning and Objectives - Nature of Financial Statements – Characteristics of Ideal Financial Statements – Importance of Financial Statements – Limitations of Financial Statements – Analysis and Interpretation of Financial Statements – Methods and Techniques of Financial Statements Analysis – Comparative Statements – Common Size Statements – Trend Analysis.

Unit – 9: Ratio Analysis: Meaning of a Ratio – Classification of Ratios – Liquidity Ratios – Leverage Ratios – Activity Ratios – Profitability Ratios – Significance of Ratio Analysis - Limitations of Ratio Analysis.

Unit – 10: Cash Flow Statement: Cash Flow Statement: Concept, Objectives and Scope – Definitions – Benefits of Presenting a Cash Flow Statement – Cash and Cash Equivalents – Presentation of Cash Flow Statement - Direct Method and Indirect Method.

MBA (HHCM) - 305: STATUTORY AND REGULATORY COMPLIANCE

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the various legal aspects relating to the establishment and governance of health care organizations, to patient care management, to the employees, to environment protection, to medical negligence, medical malpractice in diagnosis, treatment and surgeries, etc.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Get an overview of various regulatory bodies in HCOs, legal issues in patient care, ethical aspects like medical negligence and its legal implications, professional codes of conduct and able to follow the legal provisions and standards in the management of HCOs.

CO2: Know the laws that govern the setting up and running of a hospital, the laws that safeguard the employees and the laws that help in controlling environmental pollution, and able to comply with the provisions of respective laws.

CO3: Acquire knowledge about the public health issues, unethical activities in medical practice and emerging issues such as stem cell therapy, genetic research, telemedicine and robotic surgery, and able to adhere to the legal and ethical issues concerned.

BLOCK – I: HEALTH CARE LAWS AND REGULATIONS

Unit – 1: Professional Codes of Conduct and Regulatory Bodies

Unit – 2: Legal Issues in Patient Care Management

Unit – 3: Medical Negligence

BLOCK – II: ACTS APPLICABLE TO HOSPITALS

Unit – 4: Legal Requirements for Establishment of a Hospital

Unit – 5: Laws Governing Management of Human Resources in Hospitals

Unit – 6: Laws Governing Environmental Protection

BLOCK – III: CHALLENGES IN HEALTH CARE LAWS

Unit – 7: Public Health Laws

Unit – 8: Unethical/ Illegal Activities

Unit – 9: Emerging Issues

Reference Books:

- 1) S.K. Joshi, Law & The Practice Of Medicine, Jaypee Brother, Medical Publishers (P) Ltd.
- 2) Anoop Kaushal K, Medical Negligence & Legal remedies, Universal Law Publisher, New Delhi.
- 3) R.K. Chaube, Consumer Protection and The Medical Profession, Jaybee Publishers, New Delhi.
- 4) Bismi Gopalkrishnan, Mercy Khaute & B.Sandeep Bhat, Reflections on Medical Law & Ethics in India.
- 5) Y.V.Rao, Law Relating to Medical Negligence, ASIA Law House, Hyderabad.
- 6) R.K.Chaube, CPA & Medical Profession (with Legal Remedies), Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

MBA (HHCM) - 305: STATUTORY AND REGULATORY COMPLIANCE

BLOCK – I: HEALTH CARE LAWS AND REGULATIONS

Unit – 1: Professional Codes of Conduct and Regulatory Bodies: Code of Conduct and Professional Code of Conduct - Hippocratic Oath - Declaration of Geneva – Indian Medical Council Regulations, 2002 - Geneva Convention – Indian Nursing Council, National Nursing and Midwifery Council – Pharmacy Council of India – Dental Council of India – National Council for Allied Health Care Professions – National Commission of Indian System of Medicine – National Commission for Homoeopathy – Principles of Natural Justice.

Unit – 2: Legal Issues in Patient Care Management: Legal Aspects of Doctor-Patient Relationship - Consent - Emergency Care - Medico-Legal Cases - Left Against Medical Advice (LAMA) - Absconding Patients - Dying Declaration and the Doctor - Autopsy - Medical Termination of Pregnancy Act - Mental Health Act.

Unit – 3: Medical Negligence: Law of Contracts and Torts - Types and Forms of Negligence - Legal Liability of Hospital - Vicarious Liability - Absolute Liability - Remedies Available to Patients.

BLOCK – II: ACTS APPLICABLE TO HOSPITALS

Unit – 4: Legal Requirements for Establishment of a Hospital: Building Bye Laws - AERB Licence - The Indian Electricity Rules - Regulation Governing Installation of Lifts and Escalators - Indian Boilers Act - Safety of Centralized Gas and Vacuum Supply Service - Petroleum Rules - Fire Safety Regulations – PC & PNDT – Narcotic Drugs and Psychotropic Substance Act – Drugs and Cosmetics Act - Registration and Renewals of Hospitals and Nursing Homes.

Unit – 5: Laws Governing Management of Human Resources in Hospitals: Employee’s State Insurance Act - Maternity Benefit Act - Payment of Gratuity Act – Employees Provident Fund Act – POSH Act - Grievance Redressal System.

Unit – 6: Laws Governing Environmental Protection: The Environmental Protection Act - Biomedical Waste - Radiation Protection (Atomic Energy Rules) - Water (Prevention and Control of Pollution) Act - Noise Pollution (Regulation and Control) Rules.

BLOCK – III: CHALLENGES IN HEALTH CARE LAWS

Unit – 7: Public Health Laws: The Epidemic Diseases Act – The National Medical Commission Act - Prohibition of Smoking in Public Places Rules - The Registration of Births and Deaths Act - Prevention of Food Adulteration Act – International Health Care Agencies.

Unit – 8: Unethical / Illegal Activities: Advertising - Rebates and Commissions - Unjustifiable Admissions and Procedures - Issue of Fake Medical Certificate - Non-Reporting of MLC – Destruction / Altering the Evidence – Others - Sex Selection and Female Feticide - Illegal Organ Trade - Disciplinary Procedure.

Unit – 9: Emerging Issues: Euthanasia - Assisted Reproductive Techniques – Surrogacy - Stem Cell Research - Genetic Research - Robotic Surgery – Telemedicine - Clinical Research.

MBA (HHCM) – 306: HOSPITAL RISK AND DISASTER MANAGEMENT

No. of Credits: 2

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the categories of hospital risks and disaster management like Nosocomial Infection, occupational hazards, hospital emergency plan, etc. Few case study examples are also included in the material to help the students the concepts of risk and disaster management in a better manner.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Gain understanding about different risks in hospitals including Nosocomial infections, Occupational Hazards, issues relating to fire safety in HCOs and able to take appropriate measures to control and prevent such risks.

CO2: Learn the process of Disaster Management in hospitals, authorities concerned to manage disasters, principles and process relating to the emergency plans in hospitals, emergency manual for hospitals, and able to prepare and implement Emergency Plans and Emergency Manuals for effective management of disasters.

BLOCK – I: HOSPITAL RISKS AND FIRE SAFETY

Unit -1: Hospital Risk: Nosocomial Infection

Unit- 2: Occupational Hazards: Safety Measures

Unit -3: Fire Safety in Hospitals

BLOCK – II: DISASTER MANAGEMENT

Unit - 4: Disasters in Hospitals: Nature and Management

Unit – 5: Hospital Emergency Plan: Principles and Process

Unit - 6: Emergency Manual for Hospitals

Reference Books:

1. Guidelines for Hospital Emergencies Preparedness Planning, National Disaster Management Division, Ministry of Home Affairs , Government of India
2. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi) References
3. Sakharkar B.M, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
4. Kundurs G.D, Designing for Total Quality in Health Care (Prism Books Pvt. Ltd., Bangalore) 546 Textbooks
5. Kundurs G.D , Facilities Planning and Arrangement in Health Care Prism Books Pvt. Ltd. Bangalore, 2004
6. Joshi DC, Mamta Joshi, Hospital Administration, (Jaypee Brothers Medical Publishers P. Ltd., New Delhi)

MBA (HHCM) – 306: HOSPITAL RISK AND DISASTER MANAGEMENT

BLOCK - I: HOSPITAL RISKS AND FIRE SAFETY

Unit -1: Hospital Risk: Nosocomial Infection: Meaning and Importance of Hospital Risk Management - Types of Hospital Risks - Cross Infection-Concept and Modes of Transmission - Risk Assessment at Hospitals – Nosocomial Infections - Hospital Infection Control Procedure – High-Risk Procedures in Hospital - Role of Service Departments in the Control of Hospital Infections - Universal Precautions – Role of Hospital Administrator in Infection Control.

Unit- 2: Occupational Hazards: Safety Measures: Occupational Hazards: Meaning and Concept - Occupational Hazards in Different Areas of the Hospital – Work Place Violence at Hospital - Bio-Medical Waste Management - Work Practices and Behaviours to Prevention and Management of Occupational Hazards in Hospitals – Ergonomics and Employee Safety – Role of the Hospital Administrator in Prevention and Management of Occupational Hazards.

Unit - 3: Fire Safety in Hospitals: Fire Safety: Meaning and Importance - Fire Safety Guidelines - Construction Requirements in Relation to Fire Safety at Hospitals - Fire Safety Programming – Fire Safety Systems at Hospitals - Emergency Communication Systems - Fire Safety Training – Evacuation Procedure - Security Considerations in Fire Safety – Role of Hospital Administrator in Fire Safety.

BLOCK – II: DISASTER MANAGEMENT

Unit - 4: Disasters in Hospitals: Nature and Management: Classification of Disasters - Disaster Management Cycle - Role of Hospitals in Disasters/Mass Casualty Incidents - Emergency Plans for Hospitals - Hospital Networking - Role of District Medical Authority - Organization of Health Delivery in Disaster/Emergency Situations – Role of Hospital Administrator – Mock Drills.

Unit – 5:- Hospital Emergency Plan: Principles and Process: Disaster Plan: Need and Objectives - Principles of a Hospital Emergency / Disaster Plan - Process of Developing Emergency / Disaster Plan for Hospital – Role of Hospital Administrator.

Unit- 6: Emergency Manual for Hospitals: Blue Print of the Emergency / Disaster Manual – Emergency Codes of Hospitals – Levels of Hospitals and Model Emergency / Disaster Plans – Emergency Plan for a Disaster / Municipal Level Hospital – Emergency Plan for a University / Teaching Hospital – Organization of Logistics.

MBA (HHCM) – 307: STRATEGIC MANAGEMENT

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the managerial frame work for strategic management, strategic environment and decision making concepts like formulation, implementation, evaluation and control of strategies, etc. The course also exposes the students to case-based approaches for facilitating the real-time health care decision making situations.

Course Outcomes:

On successful completion of the course the students should be able to:

CO1: Understand the scope and significance of strategic management process, its approaches in Domain Industry, concept and the role a strategist plays in health care business, concepts of strategic intent and the boundaries of an organization internally and externally and various techniques of analysis, and able to use conduct environmental and organizational appraisal of HCOs with the help of different methods / techniques learnt.

CO2: Get a deeper understanding about the concepts of strategy formulation for health care firms, various strategies for different types of firms, global strategies, and gain insights on strategy analysis and choice, and able to design, analyze and choose various strategies suitable to the HCOs.

CO3: Learn various issues relating to the implementation, evaluation and control of strategies, interpret them for designing various futuristic strategies for health care business firms, institutionalizing the strategies, and case study solving approach in the real time health care business scenarios and able to use the knowledge in real situations.

BLOCK - I: STRATEGIC MANAGEMENT: APPROACHES AND APPRAISAL

Unit - 1: Strategic Management Introduction and Strategic Intent

Unit - 2: Approaches to Strategic Management

Unit - 3: Environmental and Organizational Appraisal

BLOCK – II: STRATEGY FORMULATION AND SELECTION

Unit - 4: Strategy Formulation Process and Classification of Strategies

Unit - 5: Grand Strategies

Unit - 6: Retrenchment and Combination Strategies and Strategies in Health Care

Unit - 7: Analysis and Selection of Strategies

BLOCK - III: STRATEGY IMPLEMENTATION, EVALUATION AND CONTROL

Unit - 7: Implementation of Strategies

Unit – 8: Institutionalization of Strategies

Unit - 9: Evaluation and Control of Strategies

Unit - 10: Case Studies

Reference Books:

- 1) Azhar Kazmi, Strategic Management and Business Policy, Tata Mc Graw Hill, 3rd Ed.
- 2) B.Hiriyappa, Strategic Management, New Age International Publishers.
- 3) P.Subba Rao, Business Policy & Strategic Management, Himalaya Publishing House.
- 4) Srivastava, Management Policy and Strategic Management; Himalaya Publications.
- 5) Alan M. Zuckerman, Healthcare Strategic Planning, Prentice Hall of India, 2nd Ed.
- 6) R. Srinivasan, Strategic Management -The Indian context, Prentice Hall of India, 2nd Ed.
- 7) Mc Carthy, Minichiello, Curran, Business Policy & Strategy - Concepts & Readings, Richard D. Irwin, 4th Ed.

MBA (HHCM) – 307: STRATEGIC MANAGEMENT

BLOCK - I: STRATEGIC MANAGEMENT: APPROACHES AND APPRAISAL

Unit - 1: Strategic Management – An Introduction and Strategic Intent: Strategy and Strategic Management: Definition – Concept of Strategic Management – History and Evolution of Strategic Management - Dimensions of Strategic Management – Need, Significance and Role of Strategic Management – Differences between Policy and Strategy – Advantages and Limitations of Strategic Management - Health Care Strategies – Strategies Decision-Making Concepts in Health Care - Strategic Business Units in Health Care - Strategic Management Process - Strategic Intent: Definition and the Origins of Strategic Intent – Strategic Intent Model and Conceptualization – Strategic Intent Hierarchy - Strategic Intent Statement – Concepts of Strategic Stretch, Leverage and Fit.

Unit - 2: Approaches to Strategic Management: The Competitive Landscape – Approaches to Strategic Management – Traditional Approaches – Modern Approaches – General Approaches – Dashboards and Scoreboards – Categories of Measure: Financial, Volume, Satisfaction and Quality- Application of Dashboards and Scorecards – Critical Success Factors (CSFs) – Key Performance Indicators (KPIs).

Unit - 3: Environmental and Organizational Appraisal: Business Environment: Meaning and Characteristics – Environmental Sectors for Health Care Organizations - Environmental Scanning – Factors Affecting Environmental Appraisals – Methods and Techniques of Environmental Analysis – Industry Analysis – Competition Analysis – Organizational Analysis: Meaning, Models and Process – Organizational Capability - Organizational Capability Factors – Strategic Advantage: Meaning and Profile – SWOT Analysis – SWOT Matrix for Health Care Organizations.

BLOCK - II: STRATEGY FORMULATION AND SELECTION

Unit - 4: Strategy Formulation Process and Classification of Strategies: Strategy Formulation: Meaning and Specific Objectives – Steps Involved in Strategy Formulation – Levels of Strategy Formulation – Strategic Planning in HCOs: Importance, Benefits and Steps Involved – Factors Affecting Organizational Strategies in HCOs – Barriers to Strategy Formulation in HCOs - McKinsey's 7S Framework – Classification of Strategies – Business Level Strategy – Generic Strategies: Meaning and Types – Cost Leadership Strategy – Differentiation Strategy - Focus Strategy.

Unit - 5: Grand Strategies: Grand Strategies: Meaning and Types – Stability Strategies – Expansion Strategies – Concentration Strategies – Diversification Strategies – Integration Strategies – Cooperation Strategies (Expansion Through Cooperation): Meaning and Types – Mergers, Acquisitions and

Takeovers – Strategic Alliance and Joint Ventures - Internationalization Strategies (Expansion Through Internationalization): Meaning and Types.

Unit – 6: Retrenchment and Combination Strategies and Strategies in Health Care: Retrenchment Strategies: Meaning and Types – Reasons for the Failure of the Organizations – Turnaround Strategy – Transformation Strategy – Captive Strategy – Divestment Strategy – Liquidation Strategy – Combination Strategy – Prospective and Emergent Strategies – Strategies in Public Health Crisis – Communication Strategy in Public Health Emergencies – Crisis Leadership.

Unit -7: Analysis and Selection of Strategies: Cost Analysis – Experience Curve Analysis – Business Portfolio Analysis and Display Matrices: Meaning and Models – BCG Matrix – Ansoff's Product-Market Growth Matrix – GE Multifactor Portfolio Matrix – GE McKinsey Nine Box Matrix – Hofer's Product Evaluation Matrix – Market Life Cycle- Competitive Strength Matrix- Arthur D. Little Portfolio Matrix – Operational Analysis: Meaning, Goals and Process – Financial Analysis: Meaning, Tools and Process - Value Chain Analysis: Meaning, Importance and Basic Concepts – Strategic Group Analysis – Contingency Planning – Criteria and Framework for Evaluating Strategic Alternatives.

BLOCK - III: STRATEGY IMPLEMENTATION EVALUATION AND CONTROL

Unit - 8: Implementation of Strategies: Strategy Implementation: Concept, Nature, Significance and Characteristics - Dimensions of Strategy Implementation- Strategy Formulation Vs Strategy Implementation - Barriers to Strategy Implementation - Strategy Implementation Models - Approaches to Strategy Implementation - Stages of Strategy Implementation - Stage-1: Activating Strategies - Stage-2: Managing Change - Stage-3: Achieving Effectiveness.

Unit - 9: Institutionalizing the Strategies: Institutionalizing the Strategy: Meaning and Elements - Structural Issues in Institutionalizing the Strategy – Strategy - Structure Relationship - Strategic Principles for Structural Changes - Leadership Issues in Institutionalizing the Strategy - Strategic Leadership: Meaning - Role of Strategic Leaders in Institutionalizing the Strategy - Strategic Change - Designing Strategic Change - Behavioural Issues in Institutionalizing the Strategy - Strategic Entrepreneurship - Succession Planning - Managing Crisis - Effectiveness Models - Vertical Fit and Horizontal Fit.

Unit - 10: Evaluation and Control of Strategies: Overview of Evaluation and Control Process - Strategic Evaluation: Meaning - Nature and Significance of Strategic Evaluation - Barriers to Strategic Evaluation - Strategic Control: Concept, Definitions and Importance - Strategic and Operational Control - Types of Strategic Control - Steps Involved in Controlling Process - Thrust Areas of Strategic Control - Methods of Conducting Strategic Control - Evaluation Techniques of Strategic Evaluation and Strategic and Operational Control - Problems of Control System - Features of Effective Evaluation and Control System - Relevance of Information Technology to Strategic Management.

Unit – 11: Case Studies: Fortis's Acquisition of Wockhardt Hospital - Dr. Devi Shetty of Narayana Hrudayalaya: Delivering Quality Cardiac Care to the Masses - Patanjali Ayurved: Will the Growth Momentum Sustain? - Design Thinking and Innovation at GE Healthcare - Dr. V of Aravind Hospital: 'A Level 5' Leader - Training and Development Process at Tata Main Hospital - Innovations in The Healthcare Services Industry in India - Bumrungrad's Hospital 2000 Information System - Business Excellence Framework as a Competitive Advantage: The Case of Max Group - Strategic Evaluation and Control at the Apollo Hospitals Network - Core Healthcare Ltd.

MBA (HHCM) – 308: ETHICS IN HEALTH CARE MANAGEMENT

No. of Credits: 2

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the concepts of ethics and morals in business by imparting knowledge on the importance of making ethical decisions in health care business, how to handle ethical dilemmas and act in the best interests of the industry and the general public.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concepts of business ethics, work ethics and human value alongside gaining knowledge on medical ethics that govern the health care profession and able to implement the concepts in HCOs.

CO2: Gain insights into many practical ethical issues related to management as well as practice of medicine that a health care professional will come across as a part of their job like ethical issues in patient care management, ethical culture in organizations, role of ethics in hospital management and able to apply the ethical principles and practices in the management of HCOs.

BLOCK - I: INTRODUCTION TO MANAGEMENT ETHICS

Unit - 1: Business Ethics: An Introduction

Unit – 2: Work Ethics in Business Management

Unit – 3: Ethics in Health Care

BLOCK – II: ETHICAL OBLIGATIONS IN HEALTH CARE

Unit – 4: Ethical Issues in Patient Care Management

Unit – 5: Ethical Culture in an Organization

Unit – 6: Role of Ethics in Hospital Management

Reference Books:

- 1) Bishwanath Ghosh-Ethics in Management and Indian Ethos, Vikas Publishing housing Pvt. Ltd., 2019.
- 2) Swami Anubhavananda, Arya Kumar, Ethics in Management, Insights from Ancient Indian Wisdom, Ane Book, Chennai, 2000.
- 3) S. K. Bhatia, Business Ethics and Managerial Values, Deep and Deep Publications, New Delhi, 2008.

MBA (HHCM) – 308: ETHICS IN HEALTH CARE MANAGEMENT

BLOCK - I: INTRODUCTION TO MANAGEMENT ETHICS

Unit - 1: Business Ethics: An Introduction: Ethics and Business Ethics: Concept and Definitions – Morality Vs. Ethics - Nature of Business Ethics – Objectives of Business Ethics - Understanding the Need for Ethics in Business – Factors Influencing Business Ethics - Principles of Business Ethics - Value-Based Management – Value-Based Care Model – Trans-Cultural Human Values – Indian Cultural Values – Trans-Cultural Health.

Unit – 2: Work Ethics in Business Management: Work Ethics: The Concept – Features and Importance of Work Ethics – Scope of Work Ethics - Work Ethics in Health Care Setting - Work Ethics Vis-a Vis Some Specific Areas of Business – Organizational Ethics in Health Care - Ethical Decision Making – Cognitive Moral Development – Theories of Ethics – Code of Ethics.

Unit – 3: Ethics in Health Care: Principles of Medical Ethics – Ethical Dilemmas – Resolution Process – The Indian Medical Council (Professional Conduct, Etiquette and Ethics) Regulations, 2002 – World Medical Association’s International Code of Medical Ethics.

BLOCK – II: ETHICAL OBLIGATIONS IN HEALTH CARE

Unit – 4: Ethical Issues in Patient Care Management: Responsible and Compassionate Patient Care - Confidentiality and Transparency – Consent in Medical Practice - Terminally Ill Patients – Euthanasia – Assisted Reproductive Techniques (ART) – Ethical Aspects of Mental Health Care – Ethical Guidelines for Clinical Trials – Ethical Issues Related to HIV/AIDS Patients.

Unit – 5: Ethical Culture in an Organization: Ethical Culture: Meaning - Absolutism Vs Relativism – Utilitarian and Deontological Ethics in HCOs - Principles of Natural Justice – Ethics and Pandemic Situation.

Unit – 6: Role of Ethics in Hospital Management: Hospital Ethics Committee - Bio-Ethical Issues in Health Care Management - Improving Ethical Decision Making in Health Care Leadership – Ethical Dilemmas and Challenges – Administrative Ethical Issues in Health Care.

SECOND YEAR – IV SEMESTER

MBA (HHCM) – 401: HEALTHCARE ANALYTICS

No. of Credits: 4

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the latest developments in health care data analytics, basic formats of health care data, sources of data and how it can be analyzed and interpreted for application in various health care sectors.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understanding the meaning, essentials, types, tools and challenges of health care analytics, including challenges in capturing as well as analyzing the data, and able to appraise the role of health care analytics in their profession.

CO2: Know various sources of data and its interpretation in HCOs, including out-patient data indicators, in-patient data indicators, emergency unit data indicators, operation theatre and other data indicators and able to analyze, interpret and use the data properly.

CO3: Gain an in-depth knowledge about the Data Mining in Health Care, that is about the meaning and process of data mining, sensor data in medical informatics, non-clinical data applications, health care cost prediction, and able to illustrate the knowledge in their career.

CO4: Learn skills about the applications of health care analytics, trends and challenges in health care analytics and able to apply the skills in HCOs.

BLOCK - I: INTRODUCTION TO DATA ANALYTICS

Unit - 1: Essentials of Health Care Analytics

Unit - 2: Health Care Analytics: Tools and Challenges

BLOCK - II: HOSPITAL DATA SOURCES AND INTERPRETATIONS

Unit - 3: Out-Patient (OP) Data Indicators

Unit - 4: In-Patient (IP) Data Indicators

Unit - 5: Emergency Unit (EU) Data Indicators

Unit - 6: Operation Theatre (OT) and Other Data Indicators

BLOCK - III: DATAMINING IN HEALTH CARE

Unit – 7: Data Mining: Meaning and Process

Unit - 8: Sensor Data in Medical Informatics

Unit - 9: Non-Clinical Data Applications

Unit – 10: Health Care Cost Predictions

BLOCK - IV: HEALTH CARE ANALYTICS: APPLICATIONS, TRENDS AND CHALLENGES

Unit - 11: Health Care Analytics: Applications

Unit - 12: Trends and Challenges in Health Care Analytics

Reference Books:

- 1) Kunders G.D., Hospitals: Facilities Planning and Management', (2016) Tata MCGraw Hill.
- 2) Chandan K Reddy, Charu C. Agarwal, 'Health Care Data Analytics' (2015), Chapman and Hall/CRC.
- 3) Blumenthal D., Tavenner M., "The "Meaningful Use" Regulation for Electronic Health Records', New England Journal of Medicine, 2010:363(6):501-504.
- 4) Cortada J. W., Gordon D., Lineman B., 'The Value of Analytics in Healthcare: From Insights to Outcomes'; (2012) IBM Global Business Services, Life Sciences and Healthcare, Executive Report.
- 5) Kevin Stewart, Mohsin I. Choudhry, Rhona Buckingham, 'Learning from Hospital Mortality: Clinical Medicine', (2016:16(6):530-4).

- 6) Arun K. Agarwal, 'Standard Operating Procedures (SOP) for Hospitals in India', (June 2007) Atlantic Publishers and Distributors (P) Ltd.
- 7) D.C. Joshi, Mamta Joshi, 'Hospital Administration', (February 2017, Kindle Edition) Jaypee Brothers Medical Publishers (P) Ltd.

MBA (HHCM) – 401: HEALTHCARE ANALYTICS

BLOCK - I: INTRODUCTION TO DATA ANALYTICS

Unit - 1: Essentials of Health Care Analytics: Analytics and its Role in Transforming Health Care - Use of Analytics in the Improvement of Patient Services - Health Management Information System and Analytics.

Unit - 2: Health Care Analytics: Tools and Challenges: Healthcare Analytics Software - Electronic Health Record (EHR) - Types of Records in a Hospital- Functions of EHR - Barriers Associated with Unstructured Health Care Data - Health Information Governance Strategies for Unstructured Data - Tools to Extract Information from Unstructured Datasets - Managing Unstructured Data - Advantages of Analytics Tools in Health Care – Health Care Data Analytics Challenges.

BLOCK - II: HOSPITAL DATA SOURCES AND INTERPRETATIONS

Unit - 3: Out-Patient (OP) Data Indicators: Geographic and Demographic Data Analysis -Operations Excellence Related Indicators - Business Development Related Indicators - Performance Evaluation.

Unit - 4: In-Patient (IP) Data Indicators: Operations Excellence Related Indicators - Business Development Related Indicators - Performance Evaluation.

Unit - 5: Emergency Unit (EU) Data Indicators: Operations Excellence Related Indicators - Business Development Related Indicators - Performance Evaluation.

Unit - 6: Operation Theatre (OT) and Other Data Indicators: Operations Excellence Related Indicators - Business Development Related Indicators - Performance Evaluation.

BLOCK - III: DATA MINING IN HEALTH CARE

Unit – 7: Data Mining: Meaning and Process: Data Mining Approaches - Data Mining Applications in Health Care - Health Prediction Using Data Mining - Data Mining Implementation Process - Sample Application.

Unit - 8: Sensor Data in Medical Informatics: Medical Sensors and its Types - Functions of Medical Sensors - Techniques for Model-based Sensor Data Acquisition and Management - Sample Application in Storage of Medical Sensor Data.

Unit - 9: Non-Clinical Data Applications: Non-Clinical Factors and Determinants of Health - The Potential Utility of Combining Non-Clinical Determinants with Clinical Data - Leveraging Non-Clinical Data for Research - Non-Clinical Data and Impact of Analytics - Integrating Non-Clinical Data with EHRs.

Unit – 10: Health Care Cost Predictions: Factors Contributing to Increase in Health Care Expenditure - Methods of Health Care Cost Prediction - Performance Methods - Disease Burden as Health Care Cost Prediction - Basic Concepts of COI Studies – Health Care Costs in India - Benefits of Cost Prediction.

BLOCK - IV: HEALTH CARE ANALYTICS: APPLICATIONS, TRENDS AND CHALLENGES

Unit - 11: Health Care Analytics Applications: Data Driven Decision-Making - Managerial Applications - Applications in Treatment - Use of Big Data - Cloud Technology.

Unit - 12: Trends and Challenges in Health Care Analytics: Current Trends in Health Care Analytics - Challenges Ahead.

MBA (HHCM) – 402: ENTREPRENEURSHIP AND HEALTH CARE CONSULTANCY

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the concepts of entrepreneurship, the intricacies of starting an enterprise, identifying opportunities, inculcating enterprising values with orientation towards setting up own enterprises, so as to create interest in students to start a venture and equip them to take up consultancy work in various facets of hospital management.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concept of entrepreneurship, functions of entrepreneur, difference between entrepreneurship and intrapreneurship, methods of generating business ideas, importance of feasibility study, various types of feasibility studies and able to generate few business ideas and prepare a feasibility study report.

CO2: Acquire detailed knowledge about the concept of Organizational plan, importance of marketing research, marketing plan, economic and financial plan, technical and operational plan for new venture, and able to use the knowledge for starting a new venture / consultancy.

CO3: Learn about the short term and long term sources of finance, the intellectual property rights, concept of licensing and franchising, need and importance of health care consultancy, client-consultant relationship, the consulting process, etc., and use the knowledge for starting a new venture / consultancy.

BLOCK - I: ENTREPRENEURSHIP: AN OVERVIEW

Unit – 1: Entrepreneurship: An Introduction

Unit – 2: Entrepreneurship Process

Unit – 3: Types of Business Entities

Unit – 4: Feasibility Study

BLOCK – II: PREPARATION OF FUNCTIONAL PLANS

Unit – 5: Economic and Financial Plan

Unit – 6: Marketing Plan

Unit – 7: Technical and Operational Plan

BLOCK - III: SOURCES OF FINANCE, LEGAL ISSUES & CONSULTANCY MANAGEMENT

Unit – 8: Sources of Finance: Domestic and Global

Unit – 9: Entrepreneurship and Legal Issues

Unit –10: Health Care Consultancy Management

Reference Books:

1. Dr. S.S. Khanka, 'Entrepreneurial Development', S. Chand & Co, New Delhi. .
2. Poornima Charantimath. M, 'Entrepreneurship Development and Small Business Enterprises', PHI, New Delhi.
3. Vasanth Desai, 'Dynamics of Entrepreneurial Development and Management', Himalaya Publishing House, Mumbai.
4. HBR's 10 Must Reads, 'On Entrepreneurship and Startups' Harvard Business Review.
5. Nandan H, 'Fundamentals of Entrepreneurship ' PHI, New Delhi
6. Sharma, Sangita, 'Entrepreneurship Development' PHI, New Delhi.
7. Desai V. 'Fundamentals of Entrepreneurship and Small Business Management', Himalaya Publishing House, New Delhi.
8. David H. Hott, 'Entrepreneurship – New Venture Creation', PHI, New Delhi.
9. Philip Sadler, 'Management Consultancy', Kogan Page Ltd., London.

10. Susan Nash, 'Starting and Running a Successful Consultancy: How to Build and Market Yours Own Consultancy Business', How to Books Ltd., Spring Hill House, Oxford, U.K.

MBA (HHCM) – 402: ENTREPRENEURSHIP AND HEALTH CARE CONSULTANCY

BLOCK - I: ENTREPRENEURSHIP: AN OVERVIEW

Unit – 1: Entrepreneurship: An Introduction: Entrepreneur and Entrepreneurship – Concept of Entrepreneurship – Nature of Entrepreneurship - Significance of Entrepreneurship - Need and Scope of Entrepreneurship Development - Functions of Entrepreneurs – Characteristics of Successful Entrepreneur – Myths About Entrepreneurs - Entrepreneurship and Economic Development – Entrepreneurship at Global Level – Uniqueness of Entrepreneur - Limitations of Entrepreneurship.

Unit – 2: Entrepreneurship Process: Entrepreneur Vs. Manager - Entrepreneur Vs. Intrapreneur - Entrepreneurship Vs Innovation – Types of Entrepreneur (Existing and Start-Ups) – Process of Entrepreneurship.

Unit – 3: Types of Business Entities: Concept of Business Entity - Forms of Ownership - Designing Organizational Structure – Points to be Considered while Selecting a form of Business Organization – Case Study.

Unit – 4: Feasibility Study: Feasibility Study: Concept and Importance – Objectives of Feasibility Analysis - Advantages of Feasibility Analysis - Steps Involved in Conducting Feasibility Analysis – Types of Feasibility Analysis - Feasibility Study Report - Hospital Feasibility Study.

BLOCK – II: PREPARATION OF FUNCTIONAL PLANS

Unit – 5: Economic and Financial Plan: Economic Plan – Project Appraisal: Meaning, Objectives and Process –Working Capital Plan - Case Studies.

Unit – 6: Marketing Plan: Need for a Marketing Plan - Steps in Marketing Plan – Marketing Research for the New Venture – Test Marketing: Meaning and Uses – Marketing Contingency Plan - Case Study.

Unit – 7: Technical and Operational Plan: Future of Technology Work, Workforce and Workplace - Identification of Technology – Technology Implementation – Emerging Trends in Technology – Technology in Health Care In India - Operational Planning – Case Study.

BLOCK - III: SOURCES OF FINANCE, LEGAL ISSUES & CONSULTANCY MANAGEMENT

Unit – 8: Sources of Finance: Domestic and Global: Domestic and Global Health Care Financing - Short-Term Sources and Instruments – Long-Term Sources and Instruments – Financial Institutions Support to Entrepreneur – Start-Up and Venture Capital – Global Depository Receipt (GDR) - American Depository Receipt (ADR) - Foreign Currency Convertible Bond (FCCB) – External Commercial Borrowing - Foreign Direct Investment (FDI) - Case Study.

Unit – 9: Entrepreneurship and Legal Issues: Legal Framework: Pre-Post Establishment -Intellectual Property Rights – Patents – Trademarks and Designs – Copyrights - Trade Secrets – Licensing and Franchising - Case Study: Dr. Reddy Innovated India's Pharma Industry.

Unit – 10: Health Care Consultancy Management: Role and Significance of Health Care Consultancy - Consultancy and Economic Development - Areas of Health Care Consultancy – Health Care Consulting Services Market-Competitive Analysis – Ethics in Consultancy - Consultant-Client Relationship – Behavioural Roles of Consultant – Methodology of Consulting Process – Issues and Challenges of Consultants - Case Studies.

MBA (HHCM) – 403: HEALTH INSURANCE

No. of Credits: 3

Course Objective:

Broad objective of this course is to provide a detailed knowledge about the areas of health insurance, operations in health insurance, health insurance products, managed care models, etc.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the concept of risk, uncertainty, principles of insurance, the various managed care models, the regulatory framework governing the insurance market and able to illustrate the knowledge in practice.

CO2: Know the process of designing and pricing of health insurance products, elements of insurance marketing, different types of health insurance products, hospitalization indemnity products in India and able to suggest appropriate products to the clientele.

CO3: Know the most vital operations in health insurance like underwriting and claim management, in addition to learning about the role of IT in health insurance, social health insurance, and able to demonstrate the knowledge in their career.

BLOCK – I: INTRODUCTION TO RISK & HEALTH INSURANCE

Unit – 1: Risk and Risk Management

Unit – 2: Health Insurance – An Introduction

Unit – 3: Managed Care

BLOCK – II: HEALTH INSURANCE PRODUCTS AND DISTRIBUTION

Unit – 4: Packages: Designing and Pricing

Unit – 5: Hospitalization Indemnity Products in India

Unit – 6: Marketing and Distribution of Health Insurance Products

BLOCK – III: OPERATIONS IN HEALTH INSURANCE

Unit – 7: Underwriting and Claims Management

Unit – 8: Information Technology in Health Insurance

Unit – 9: Social Health Insurance

Reference Books:

- 1) Kenneth Black, Jr. Harold D. Skipper, Jr., Risk and Health Insurance, (13th Ed.), Pearson Education Pvt. Ltd., Delhi, 2003.
- 2) P. K.Gupta, 'Insurance & Risk Management', HPH, 2nd edition.
- 3) S.C.Sahoo & S.C.Das, Insurance Management - Text & Cases, Himalaya Publishing House, 1st Ed.
- 4) Neelam C.Gulati, Principles of Insurance Management, Excel Books.
- 5) U. Jawaharlal (Editor), Insurance Industry - The Current Scenario, The ICFAI University Press, Hyderabad, 2005.
- 6) Board of Editors—Group and Health Insurance Vol. I-III, The ICFAI University Press, Hyderabad, 2004.

MBA (HHCM) – 403: HEALTH INSURANCE

BLOCK – I: INTRODUCTION TO RISK & HEALTH INSURANCE

Unit – 1: Risk and Risk Management: Meaning and Definition of Risk – Uncertainty – Peril – Hazard - Types of Risk – Business Risk - Concept of Risk Management - Risk Management Techniques.

Unit – 2: Health Insurance – An Introduction: Concept of Insurance – Types of Insurance - Concept of Health Insurance - Principles of Insurance - Demand and Supply of Insurance - Market Imperfections – Regulatory Framework and Role of IRDA-Documentation - Global Perspective.

Unit – 3: Managed Care: Systems of Managed Care - Health Maintenance Organization (HMO) - Preferred Provider Organization (PPO) - Exclusive Provider Organization (EPO) - Physician Hospital Organization (PHO) - Independent Practitioner Organization (IPO) – Components of Managed Care and Provider Network - Patient Access System and Utilization Management - Customer Service and Quality Management.

BLOCK – II: HEALTH INSURANCE PRODUCTS

Unit – 4: Packages: Designing and Pricing: Designing of Health Insurance Products - Pricing of Health Insurance Package - Individual and Group Policies: Premium Setting.

Unit – 5: Hospitalization Indemnity Products in India: Health Insurance Products – Health Insurance Products for Senior Citizens – International Coverage Products – Wellness Products.

Unit – 6: Marketing and Distribution of Health Insurance Products: Meaning of Insurance Marketing - Elements of Insurance Marketing - Uniqueness of Insurance Markets - Distribution Channels for Selling Health Insurance.

BLOCK – III: OPERATIONS IN HEALTH INSURANCE

Unit – 7: Underwriting and Claims Management: Need for Underwriting – Factors Impacting Morbidity - Documents used for Underwriting - Underwriting Process - Claim Management Process - Role & Responsibilities of TPAs – Grievance Redressal Mechanism.

Unit – 8: Information Technology in Health Insurance: Meaning – Role of IT in HI Operations – Validations - Operational Efficiency - Cost Optimization - IT Interface & Architecture - Web Enabled Platforms.

Unit – 9: Social Health Insurance: Social Health Insurance - Role of Government in Health Care Provisioning and Financing – Central Government Health Scheme (CGHS) – Employees’ State Insurance Corporation (ESIC) - Social Health Schemes - Community Based Health Insurance Schemes - Micro Insurance Schemes - Informal & Rural Sector Initiatives - Universal Health Scheme.

MBA (HHCM) – 404: HEALTH CARE WASTE MANAGEMENT

No. of Credits: 2

Course Objective:

Broad objective of this course is to provide a detailed knowledge about different concepts, regulations, management and handling, etc., of Health Care Waste Management.

Course Outcomes:

After the successful completion of the course the students should be able to:

CO1: Understand the classification and different categories of Health Care Waste, criteria and regulations for development of Health Care Waste Treatment and Disposal, risks related to health care waste, and able to comply with the regulations related to HCWM and also take measures to prevent risks relate to HCWM.

CO2: Gain knowledge on collection, transportation, disposal and treatment of Health Care Waste, Radioactive and Cytotoxic Wastes, facilities required for health care waste treatment and able to take measures for proper management and treatment of different health care wastes.

BLOCK – I: HEALTH CARE WASTE: CLASSIFICATION, CATEGORIZATION, REGULATIONS AND RISKS

Unit -1: Health Care Waste - Introduction and Classification

Unit - 2: Categorization of Health Care Waste and Health Care Waste Management

Unit - 3: Regulations Related to Health Care Waste

Unit – 4: Risks Related to Health Care Waste

BLOCK – II: MANAGEMENT AND HANDLING OF HEALTH CARE WASTE

Unit - 5: Generation, Segregation and Collection of Health Care Waste

Unit – 6: Transportation, Treatment and Disposal of Health Care Waste

Unit – 7: Handling and Disposal of Radioactive and Cytotoxic Wastes

Unit - 8: Documentation for Management of Health Care Waste & Common Health Care Waste Disposal Facilities

Reference Books:

- 1) Revised Guidelines for Common, Bio-medical Waste Treatment and Disposal Facilities, Central Pollution Control Board, Ministry of Environment, Forest and Climate Change.
- 2) Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice Oxford University Press, New Delhi.
- 3) Sakharkar B.M, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi.
- 4) Kundurs G.D, Designing for Total Quality in Health Care, Prism Books Pvt. Ltd., Bangalore. 5) Kundurs G.D , Facilities Planning and Arrangement in Health Care Prison Books Pvt. Ltd., Bangalore.
- 6) Joshi DC, Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers P. Ltd., New Delhi.

MBA (HHCM) – 404: HEALTH CARE WASTE MANAGEMENT**BLOCK – I: HEALTH CARE WASTE: CLASSIFICATION, CATEGORIZATION, REGULATIONS AND RISKS**

Unit -1: Health Care Waste – Introduction and Classification: Bio-Medical/Health Care Waste and Bio-Medical/Health Care Waste Management - Bio-Medical/Health Care Waste Management: Importance – Sources of Bio-Medical Waste – Objectives of Bio-Medical Waste Management – Types of Bio-Medical Waste – Classification of Bio-Medical Waste as per Colour Code - Labels of Bio-Medical Waste Containers and Bags – Responsibilities of the Bio-Medical Waste Generator - Application of Bio-Medical Waste Management Rules, 2016.

Unit - 2: Categorization of Health Care Waste and Health Care Waste Management Process: Definition of Various Terms under the Bio-Medical Waste Management Rules, 2016 - Categorization of Health Care Waste - Categorization of Health Care Waste in USA and UK - Bio-Medical Waste Management Process - Health Care Waste Management Strategies during the Pandemic Situation (Covid-19).

Unit - 3: Regulations Related to Health Care Waste: Legal Framework Relating to Bio-Medical Waste Management - Bio-Medical Waste Management Rules, 2016 - Maintenance of Records - Maintaining Registers - Uploading Information on Website - Reporting to State Pollution Control Board - Prescribed Forms - Roles and Responsibilities of Health Care Facilities - Guidelines for Bar Code System - Non-Applicability of Bio-Medical Waste Management Rules.

Unit - 4: Risks Related to Health Care Waste: Hazards of Improper Health Care Waste Management - Common Health Risks Associated with HCW - Occupational Health Hazards and Hazards to the General Public, Animals and Birds - Sharps-Related Injuries - Impact on Environment - Bio-Medical Waste Incidents - Needle Stick Injury - Spill Management Procedure - Preventive steps to Avoid BMW Incidents.

BLOCK – II: MANAGEMENT AND HANDLING OF HEALTH CARE WASTE

Unit - 5: Generation, Segregation and Collection of Health Care Waste: Waste Generating Areas in a Hospital - Risk-Wise Classification of Waste Generating Areas - Different Institutions that Generate Bio-Medical Waste - Types of Impact of Health Care Waste on Health - Significance of Segregation of the Waste Generated at the Source - Handling, Segregation and Internal Transportation of HCW - Hospital Area Specific Collection and Common Collection of HCW - Bar Code System.

Unit – 6: Transportation, Treatment and Disposal of Health Care Waste: Transportation of BMW to Authorized Collection, Treatment and Disposal Area - Types of Treatment and Disposal - Category-Specific Treatment of HCW before Disposal - Treatment and Disposal of Liquid Bio-Medical Waste - BMW Handover for Research Purpose.

Unit – 7: Handling and Disposal of Radioactive and Cytotoxic Wastes: Definition of Radioactive Waste - Generation of Radioactive Waste - Types of Radioactive Waste - Radioactive Waste Disposal Methods - Responsibilities of Waste Generator - Maintenance of Records of Waste Disposal - Emergency Preparedness Plan - Definition of Cytotoxic Waste - Generation and Types of Cytotoxic Waste - Handling of Cytotoxic Waste - Preparation of Chemotherapy Dosage for Patients - Cytotoxic Waste Disposal Methods.

Unit - 8: Documentation for Management of Health Care Waste & Common Health Care Waste Disposal Facilities: Documentation Required in the Management of Bio-Medical Waste - Documentation Required in the Management of Hazardous Waste - Documentation Required in the Management of Radioactive Waste - Documentation Required in the Management of E-Waste - Documentation Required in the Management of Plastic Waste.

MBA (HHCM) – 405: INTERNSHIP

No. of Credits: 6

Course Objective:

The overall purpose of the course is to provide on the job experience, as an understudy in a Hospital/ Health Care Organization, to help the student understand systems and procedures and learn to make decisions considering the organization as an integral unit.

Course Outcomes:

On successful completion of the course students will be able to:

CO1: Gain the basic knowledge on healthcare organization through vision, mission, structure, general functions, policies & procedures and collateral activities; Acquire immense knowledge on problem identification, study and collect relevant information, usage of statistical tools, analyze the information and provide feasible solutions; Illustrate the acquired knowledge through record writing by mentioning the facts, contents, figures and analytical description of the same; Know how to adjust with and work harmoniously in teams, share information with executives/ employees and participate in meetings meaningfully; Maintain punctuality, discipline, regularity and adherence to rules and regulations of the selected healthcare organization; Make ready oneself for the real time job opportunity in the broad spectrum of health care industry.

MBA (HHCM) – 406: PROJECT REPORT

No. of Credits: 6

Course Objective:

The objective of the Project study is to impart knowledge through research methods, help formulate a rigorous problem related to a Health Care Organization on the basis of their observation from the HCO visits, and enable them to undertake an independent study.

Course Outcomes:

After the successful completion of the Project work, the student should be able to:

CO1: Identify several situations at the Health Care Organizations amenable to carry Project work; able to formulate objectives and hypothesis for the project study undertaken; Conduct an extensive review of literature to defend the topic selected; Collect real time data, code and classify data; Analyze data using various statistical tools and techniques; Write inferences, conclusions and recommendations for improvements related to the study undertaken.; And prepare a final Project report with all the above mentioned elements and submit to the University.

MBA (HHCM) – 407: VIVA VOCE

No. of Credits: 3

Course Objective:

Broad objective of Viva Voce Examination is to evaluate the depth of subject knowledge of the students in relation to the project study undertaken; assess the ability to discuss and defend various research methods and their applicability in the project work undertaken; etc.

Course Outcomes:

The students should be able to prove their alertness and professional competence in the project study undertaken; defend on the methodology adopted by them to carry out their project work, and also defend on the findings drawn and suggestions on the selected topic; able to show good communication skills and depict confidence in their presentation to help them to become good health care administrators.

ANNEXURE – 2: SYLLABUS OF THE BRAOU MBA (HHCM) ENTRANCE TEST

Total Number of Questions: 100 (English and Telugu Media)

Total Marks: 200 (2 Marks for Each Question)

Duration of the Test: 90 Minutes

SECTION - A: ANALYTICAL ABILITY (35 Questions - 70 Marks)

- I. Data Sufficiency: (10 Questions - 20 Marks):** A question is given followed by data in the form of two statements labeled as (i) and (ii). If the data given in (i) alone is sufficient to answer the question then choice (1) is the correct answer. If the data given in (ii) alone is sufficient to answer the question then choice (2) is the correct answer. If both (i) and (ii) put together are sufficient to answer the question but neither statement alone is sufficient, then choice (3) is the correct answer. If both (i) and (ii) put together are not sufficient to answer the question and additional data is needed, then choice (4) is the correct answer.
- II. Problem Solving (25 Questions - 50 Marks)**
- a) **Sequences and Series:** Analogies of numbers and alphabet, completion of blank spaces following the pattern in a:b::c:d relationship; odd thing out: missing number in a sequence or a series.
- b) **Data Analysis:** The data given in a Table, Graph, Bar diagram, Pie Chart, Venn Diagram or a Passage is to be analyzed and the questions pertaining to the data are to be answered.
- c) **Coding and Decoding Problems:** A code pattern of English Alphabet is given. A given word or a group of letters are to be coded or decoded based on the given code or codes.
- d) **Date, Time & Arrangement Problems:** Calendar problems, clock problems, blood relationships, arrivals, departures and schedules, seating arrangements, symbol and notation interpretation.

SECTION - B: MATHEMATICAL ABILITY (40 Questions - 80 Marks)

III) Arithmetical Ability (20 Questions - 40 Marks): Laws of indices, ratio and proportion; surds; numbers and divisibility, *l.c.m.* and *g.c.d.*; rational numbers, ordering; percentages; profit and loss; partnership, pipes and cisterns, time, distance and work problems, areas and volumes, mensuration, modular arithmetic.

IV) Algebraical and Geometrical Ability (15 Questions - 30 Marks): Statements, truth tables, implication converse and inverse, tautologies-sets, relations and functions, applications - Equation of a line in different forms.

Trigonometry - Trigonometric ratios, Trigonometric ratios of standard angles, (0° , 30° , 45° , 60° , 90° , 180°): Trigonometric identities: sample problems on heights and distances, Polynomials; Remainder theorem and consequences; Linear equations and expressions; Progressions, Binomial Theorem, Matrices, Notion of a limit and derivative; Plane geometry - Lines, Triangles, Quadrilaterals, Circles, Coordinate Geometry - distance between points.

V) Statistical Ability (5 Questions - 10 Marks): Frequency distributions, Mean, Median, Mode, Standard Deviations, Correlation, simple problems on Probability.

SECTION-C: COMMUNICATION ABILITY: (25 Questions - 50 Marks)

Objectives of the Test: Candidates will be assessed on the ability relating to:

VI) Vocabulary: Identify vocabulary used in the day-to-day communication
(5 Questions – 10 Marks)

VII) Functional Use of Grammar: Understand the functional use of grammar in day-to-day communication as well as in the business contexts
(5 Questions – 10 Marks)

VIII) Business & Computer Terminology and Concepts: Identify the basic terminology and concepts in business and computer contexts (letters, reports, memoranda, agenda, minutes etc.)
(5 Questions – 10 Marks)

IX) Comprehension: Understand written text and drawing inferences
(10 Questions - 20 Marks)

ANNEXURE – 3: INTERNSHIP GUIDELINES

405: INTERNSHIP

(2.5 Months or 10 Weeks) (No. of Credits: 6) (No. of Marks: 120)

INTERNSHIP GUIDELINES

Student will be posted for a period of ten weeks in a hospital/ health Care organization for the completion of internship. During this period, the student also has to do a project on any topic of his/her choice after duly submitting the project proposal to the university and getting approval from the Dean, Faculty of Commerce and Business Management. At the same time his *or* her performance will also be evaluated by the host administrator in a standard format under well defined parameters.

Course Objective:

To provide on the job experience, as an understudy in a Hospital/ Health Care Organization, to help the student understand systems and procedures and learn to make decisions considering the organization as an integral unit.

Pedagogy:

Internship is of 10 weeks duration and the students are placed in some select Hospital / Health Care Organization anywhere in the country / abroad.

Course Outcomes:

On successful completion of the course students will be able to:

- Gain the basic knowledge on healthcare organization through vision, mission, structure, general functions, policies & procedures and collateral activities;
- Acquire immense knowledge on problem identification, study and collect relevant information, usage of statistical tools, analyze the information and provide feasible solutions;
- Illustrate the acquired knowledge through record writing by mentioning the facts, contents, figures and analytical description of the same;
- Know how to adjust with and work harmoniously in teams, share information with executives/ employees and participate in meetings meaningfully;
- Maintain punctuality, discipline, regularity and adherence to rules and regulations of the selected healthcare organization;
- Make ready oneself for the real time job opportunity in the broad spectrum of health care industry; and
- Able to make unique observations and come up with creative solutions which are feasible in a practical way.

Evaluation

Evaluation will be done at the end of ten weeks by the host administrators. The performance of the student during internship will be evaluated by a host administrator under various parameters in a standard format.

Format for evaluation will be provided to the host administrator. The administrator will be requested to send the performance evaluation scores of the intern, confidentially, to the institute which will be in turn sent to the University. **The administrator of the host organization may record his / her impressions and comments about the intern in terms of their personal and professional strengths on a separate paper, if required.**

During this period the student is expected to work under the guidance of the administrator and complete the project.

The student is expected to work in all major departments of the Hospital / Health Care Organization each for a period of at least 3-4 days (4 days in clinical and 3 days in non-clinical departments).

ANNEXURE – 4: PROJECT WORK GUIDELINES

406: PROJECT REPORT (During 3rd & 4th Semesters)

GUIDELINES FOR PREPARING PROJECT REPORT (DISSERTATION)

The students of MBA (HHCM) Programme should undertake a ‘Project Work’ during Second Year, i.e., in 3rd and 4th Semesters of the programme. Both, the preparation and submission of a ‘Project Report’, for the Project-work undertaken and completed, are very important and integral phases in MBA (HHCM) programme, and in the process, the students are expected to devote considerable time on collection, analysis, interpretation of data and also exercise utmost care in the preparation of their final Project Report.

A) OBJECTIVE

The purpose of introducing the Project Work into this MBA (HHCM) programme is two-fold:

One - To equip the students with the required hospital skills in not only understanding but also analyzing some given real-life health care situations, through their conceptual knowledge, acquired during the study of this programme, and by application of the same, while using the various managerial and statistical tools, techniques, etc., under those situations,

and

Two - To elevate and enable the students to offer their observations, if any, made during the study of the situations, as the pertinent and constructive suggestions, to those health care / hospital organizations under study.

B) THE PROJECT WORK AND THE PROJECT REPORT

A Project work is a scientific and systematic study of a real issue or problem, and it is intended to resolve the issue/problem with the application of managerial concepts, skills, tools, etc. The Project Work, thus taken up as a Course, must aim at contributing some amount of new or improved knowledge to the existing knowledge of the student. The problem/issue taken-up for study has to be invariably from any of the disciplines of hospital management study. It may be either a case study, where an issue/problem has been dealt with, through the process of hospital management, or some kind of general/comparative study of health care industry/economy. Hence, for the preparation of a Project Report, the student has to, at first, systematically collect the required data pertaining to an organization under study, and thereafter, scientifically analyze and interpret the data, and finally, offer some constructive suggestions based on the findings/conclusions drawn there from the study.

C) THE CHOICE OF SELECTION OF A TOPIC

The student is free to choose any topic, having relevance to the changing scenario of economy/health care industry, based on his/her interest and also in consultation with his or her Project Supervisor/Guide.

D) THE SELECTION OF AN ORGANIZATION

The student, before starting the Project work, has to select health care organization/hospital where he or she intends to carry on the proposed Project work. Such organization may be, either, the one the student is working with, or, any other organization permitting the student (**in both cases through an official Letter of Acceptance**) to do the proposed project-work on it. In either case, it must be the organization where the student has necessary permission to access the required data / information and the opportunity to discuss his / her ideas and views pertaining to the Project work with the organization's executives / officers / authorities.

Further, the student, at the time of submitting the Project- Proposal or Synopsis itself, has to, not only, specify the name of the organization selected for the study, but also attach with the said proposal, a copy of duly authorized letter of acceptance on the organization's official letter-head granting necessary permission to that effect, compulsorily.

E) WHO CAN BE A PROJECT SUPERVISOR OR GUIDE?

1. The proposed Project Supervisor/Guide should be:

- i) A Post Graduate in Management/Commerce/Hospital Management from a recognized University with a minimum of five (5) years research experience in his/her respective field/area of study; or
 - ii) Any Person who is working in a health care organization with 5 years of experience in hospital industry, having academic interest and willing to guide the students; or
 - iii) An Academic Counsellor of the University, handling classes for MBA (HHCM) at any of its Program Centres, with a minimum of five (5) years research experience in his or her area of study; or
 - iv) A Professor/Associate Professor/Asst. Professor of any Indian University with a minimum five (5) years research experience in the field of Hospital Management; or
 - v) Any member of the Central Academic Staff of Dr. B.R. Ambedkar Open University, Hyderabad, who has been involved in course preparation/revision/counselling with a minimum five (5) years experience in the respective field.
2. A Curriculum Vitaé (CV) of the Project Guide/Supervisor, except an Internal faculty member of Dr. BRAOU, Hyderabad, should be submitted along with the Project Synopsis. The CV should be provided *on a personal/official letter-head* of the Project Supervisor/Guide and it should be duly dated and signed by him/her personally.
 3. Each Guide/Supervisor is permitted to have a maximum of eight (8) students of Dr. BRAOU, Hyderabad, under his/her guidance for their Project Works, in a batch or spell at a time and is required to furnish a declaration to that effect in Annexure-1.
 4. The Project Guide/Supervisor is requested to ensure that none of his/her guided students has copied from others' work. Further, the Supervisor/Guide ought to make sure that no two students of his/her select the same topic in the same organization as their project works.

F) PREPARATION AND SUBMISSION OF PROJECT PROPOSAL / SYNOPSIS

Once the topic/title of the project work has been finalized, the student is required to prepare the Project Proposal/Synopsis in about **4 to 5 typed/word-document pages** with **1.5 line spacing**, covering various aspects as mentioned in **Annexure-3** and submit the same, on or before the scheduled date for its submission to the **Head of the Programme Centre**, along with the Curriculum Vitaé of the Project Supervisor/Guide as specified earlier and also with **Proforma for Approval of Project Proposal** (Please see Annexure – 2). No ‘Project Proposal/Synopsis’ is accepted after the last date of submission and also without the CV of the Project Supervisor/Guide. It is to be particularly noted that the specimen signature of the Supervisor/Guide is scanned and kept in store in digital mode for all the future verifications by the University.

The copy of the Project Proposal/Synopsis should be submitted or sent to the University along with the following enclosures:

- 1. ANNEXURE – 1;**
- 2. ANNEXURE - 2 (in duplicate);**
- 3. Project Supervisor/Guide’s Curriculum Vitaé (duly signed by him/her); and**
- 4. A Letter of Acceptance (Original) from the organization under study.**

The Head of the Programme Centre will forward all the Project Proposals / Synopses to the Head, Department of Business Management, Dr. BRAOU, Hyderabad for final approval.

Note: If, at any time during the course of study, there is any change in your correspondence address, such change may be communicated at the earliest to the Head of the Programme Centre and also to *the Director, Student Services Branch, Dr. BRAOU, Hyderabad*, for a timely reach of every future correspondence from the University.

G) THE APPROVAL OF THE PROJECT PROPOSAL / SYNOPSIS

The Head, Department of Business Management informs the student regarding the approval or otherwise of the Project Proposal/Synopsis, through the Programme Centre, along with reasons in case of any ‘Non Approval’, within a period of one (1) month after the last date of the submission of such Project Proposals/Synopses by the students of that current batch.

In case of non-approval of a Project Proposal/Synopsis, the student affected may have to revise the Project Proposal/Synopsis as suggested by the Department and resubmit the revised Project Proposal/Synopsis (duly signed by the Project Supervisor/Guide again) to the Head, of the Programme Centre concerned, along with all the annexures, at the earliest, who in turn will forward it to the Head, Department of Business Management, Dr. BRAOU, Hyderabad, for review and approval.

Note: No student is advised to start his/her research activity (the Project Work) until he/she receives the proposal approval copy (Annexure - 2) from the University.

H) PREPARATION AND SUBMISSION OF THE PROJECT REPORT

The student is required to prepare a 'Project Report' on the completion of the Project work undertaken by him/her, in about 60-80 pages (A4 size only) with font size at 12 point in 1.5 line spacing on a bond paper (including appendices, exhibits, etc.), or even more than 80 pages, but not exceeding 100 pages, depending on the scope of the Project Work undertaken.

In case two or more Project reports are found same/similar/copied/traced with earlier Project reports, the University holds the discretion to invalidate all such reports and may require such students to re-submit their reports after completing their Project works afresh. Needless to mention that, the Project Supervisor/Guide, who encourages such false Project reports, will be de-recognized and black-listed for all future academic purposes by the University.

The final Project Report must contain the following:

1. The original proposal-approval copy issued by the Dean, Faculty of Commerce and Business Management, Dr. BRAOU (Annexure-2 - 1st copy).
2. The 'Letter of Acceptance' (Photo Copy of the Original) from the health care organization under study.
3. A 'Project Completion Certificate' from the company/organization selected for the study [On its official letter-head and duly dated and signed by its Authorized Official(s)].
4. A certificate issued and signed by the Project Supervisor/Guide (Annexure-4).
5. A self-declaration of the student (Annexure-5).
6. A copy of the 'Project Synopsis', as approved in the beginning by the University.

Note:

- i) Every student must get minimum of two (2) sets of the final Project Report, bounded in hard-bound form, to submit one (1) hard-bound-copy to the Head of the Programme Centre concerned and necessarily bring the second hard-bound copy as his/her 'personal copy' on the day of viva-vocé examination along with the examination Hall Ticket.
- ii) Spirally bound Project report sets are NOT ACCEPTED by the University.
- iii) In case the Project Supervisor/Guide, and/or the Organization selected for the study, require(s) (Optional) the Project Report, the student has to necessarily submit them by getting some extra copies of the same prepared.

I) THE LIST OF PROJECT TITLES (indicative only)

An indicative list of Project titles is given in **Annexure-6** for the guidance of the student. However, the student is free to choose any title in his/her hospital / health care related area.

J) THE LAST DATE FOR SUBMISSION OF THE PROJECT PROPOSAL/SYNOPSIS **Will be intimated later**

K) THE LAST DATE FOR SUBMISSION OF THE PROJECT REPORT

15 days before the commencement of 4th Semester – End Examinations.

L) MARKS FOR THE PROJECT REPORT

The Project Report carries 6 credits. Hence, the students are required to pay greater attention not only in the preparation, but also in the timely submission of their Project Reports at their respective Programme Centres.

M) THE VIVA-VOCÉ EXAMINATION

1. Every student is required to come in person to attend the Viva-Vocé examination on the day and the time as scheduled/announced by the University.
2. The Viva-Voce Examination also carries 3 credits.
3. Submission of Project Report on time is a pre-requisite to attend the Viva-Voce examination.

ANNEXURE – 1
DECLARATION

I, the undersigned, hereby, declare that the following student (s) - not exceeding eight (8) in all/total - pursuing their MBA (HHCM) Programme from Dr. BRAOU, Hyderabad, is/are carrying on their Project work(s) under my guidance for the Academic Year 2020-21 and the particulars (viz., Student's Name, Admission No., and Title of the Project Work) of those students including the one (Sr. No.), whose synopsis has been just now signed by me, are provided here below:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Name and Address:
(Supervisor/Guide)

Signature
(Supervisor/Guide)
Date: _____

ANNEXURE – 2
DR. B. R. AMBEDKAR OPEN UNIVERSITY
FACULTY OF COMMERCE & BUSINESS MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
[Performa for Approval of Project Proposal]

Admission No.: **Program Centre:**

1. Name and Address of the Student : _____

Contact/Mobile Number:

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E-mail Id:

3. Title of the Project Report : _____

4. Name & Designation of the Supervisor/
Guide (with official address) : _____

5. Is the Supervisor/Guide an Academic
Counsellor of Dr. BRAOU, Hyderabad? : **Yes** / **No**
(Please tick whichever is applicable)

6. Whether the Curriculum Vitae of the
Supervisor / Guide is Attached or Not : **Yes** / **No**
(Please tick whichever is applicable)

Signature of the Student
Date: _____

Signature of the Supervisor/Guide
Date: _____

Approved

Date: _____

SIGNATURE
DEAN, FCBM

Suggestions for improvement (if any):

1.

2.

ANNEXURE – 2
DR. B. R. AMBEDKAR OPEN UNIVERSITY
FACULTY OF COMMERCE & BUSINESS MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
 [Performa for Approval of Project Proposal]

Admission No.: **Program Centre:**

1. Name and Address of the Student : _____

Contact/Mobile Number:

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E-mail Id:

3. Title of the Project Report : _____

4. Name & Designation of the Supervisor/
 Guide (with official address) : _____

5. Is the Supervisor/Guide an Academic
 Counsellor of Dr. BRAOU, Hyderabad? : **Yes** / **No**
 (Please tick whichever is applicable)

6. Whether the Curriculum Vitae of the
 Supervisor / Guide is Attached or Not : **Yes** / **No**
 (Please tick whichever is applicable)

Signature of the Student
 Date: _____

Signature of the Supervisor/Guide
 Date: _____

Approved

Date: _____

SIGNATURE
 DEAN, FCBM

Suggestions for improvement (if any):

- 1.
- 2.

ANNEXURE – 3
FORMAT OF PROJECT SYNOPSIS

THE PROJECT SYNOPSIS SHOULD COVER THE BELOW ASPECTS IN BRIEF
(In 5 to 6 Pages Max.)

1. Introduction of the Study
2. Need for the Study and Statement of the Problem
3. Objectives and Hypotheses of the Study
4. Scope and Period of the Study
5. Methodology and Data Collection Sources
6. Plan of the Study or Chapterization

The above aspects are briefly explained below:

- 1. Introduction of the Topic:** Under this heading, you should write a brief introduction about the topic selected by you. For example, if the topic selected by you is “GAP Analysis for NABH Accreditation in a Multi-Specialty Hospital”, then you should write briefly about NABH, its chapters, latest editions, updates.
- 2. Need for the Study and Statement of the Problem:** Here, you need to state briefly the profile of the Health Care Organization selected by you for your study and what is the need of studying that particular topic in that hospital/HCO. What is the problem existing in the area of the study in the Organization selected and what's that you wanted to prove after completing your study should be written here.
- 3. Objectives of the Study and Hypotheses:** You have to give the list of objectives (at most 3 or 4 objectives only) formulated for your study, i.e., what, that is you are going to study/analyze/examine, should be written under this heading. It is also necessary to mention a number of Null Hypotheses (two or three) in tune with your study objectives.
- 4. Scope and Period of the Study:** What the different areas to which you are confining your study should be written here. For example, if the topic selected is “GAP Analysis for NABH Accreditation”, it may not be possible to cover all the chapters. Hence, you have to confine your study to any one or two of the chapters which are patient-centric.

Further, the period of data to be collected (say past 10 years/5 years/1 year (in case of primary data), and the period of collection of such data should be stated here.
- 5. Methodology and Data Base:** The source/s of data (i.e., Primary Data or Secondary Data) you are going to collect, the required sample size for the project, etc., should be mentioned here.
- 6. Plan of Study/Chapterization:** The suggested chapterization/study plan is provided here below:

Chapter-I: Introduction (Introduction to the topic as the Theoretical Background, Need for the Study, Objectives, Methodology, etc. should be written in this chapter) (15-20 Pages).

Chapter-II: Profile of the Health Care Organization/Hospital (An executive summary of the hospital / HCO selected for the study should be given) (10-15 Pages).

Chapter-III: Existing Systems/Practices/Policies in the Organization under study, in the selected area (for ex: Existing GAPs for NABH Accreditation have to be covered in this chapter (10-15 Pages).

Chapter-IV: Data Analysis (For example, GAP Analysis for NABH Accreditation) has to be taken up with the help of appropriate techniques in order to achieve the objectives formulated for this study/Project work (15-20 Pages).

Chapter-V: Findings, Conclusions and Suggestions: The student has to present his/her list of findings, conclusions and suggestions in this Chapter (5-10 Pages).

Annexure(s): Supporting information, tables, questionnaires, checklist, feedback forms etc., have to be presented under this heading (5-10 Pages).

Bibliography: A list of Books, Journals, Magazines, Websites, Blogs etc., referred to, by the student during the Project work, has to be given under this heading (1-2 Pages).

Total Project Report has to be confined to maximum of 60 - 80 Pages only, in exceptional cases, not more than 100 pages.

ANNEXURE – 4

CERTIFICATE

This is to certify that the Project Report titled _____ submitted in partial fulfillment for the award of MBA (HHCM) Degree of Dr. BRAOU, Hyderabad, is the outcome of the successful and satisfactory completion of the Project Work done under my guidance by Mr./Ms. _____ with Admission No. _____ .

Further, it is also declare that the above titled Project Report has never been subjected to any publication nor submitted to any other University or Institution for the award of any Degree/Diploma/Certificate, to the best of my knowledge and belief.

**Name and Address
(Project Supervisor/Guide)**

**Signature
(Project Supervisor/Guide)**

Date: _____

ANNEXURE – 5

DECLARATION

I, the undersigned student of MBA (HHCM) programme, hereby declare that the Project Report titled _____ submitted by me to the Department of Business Management, Faculty of Commerce and Business Management, Dr. BRAOU, Hyderabad, is original and is a bonafide work of mine, and it was neither submitted to any other University or Institution for the award of any Degree/Diploma/Certificate nor published elsewhere any time earlier.

Student's Name and Address:

**Signature
(Student)**

Date: _____

ANNEXURE – 6

**LIST OF TOPICS FOR PROJECT WORK
(INDICATIVE ONLY)
RESEARCH AREAS IN A HOSPITAL / HEALTH CARE ORGANIZATION**

Sl. No.	TOPIC
1.	A Study on Patient Satisfaction in Inpatient Department of a Select Hospital
2.	Compliance of Safety Procedures in Radiology and Catheterization Laboratory
3.	Analysis of Turnaround Time for Laboratory Services
4.	A Study to Identify the Causes of Delays in Internal Patient Transfer in a Select Hospital
5.	A Study to Assess Nurses Knowledge on Nosocomial Infections and Infection Control
6.	A Study on Nursing Handover Process and its Compliance
7.	A Study on Turnaround Time in Admission Process in a Corporate Hospital
8.	A Study on Minimization of Medication Errors
9.	A Study on Patient Flow and Patient Waiting Time in a Select Hospital
10.	A Study on Patient Satisfaction for the Laboratory Services (Phlebotomy)
11.	A Study on Bounce Rate Analysis from Outpatient Department to In-House Pharmacy
12.	A Study on Operation Theater Management in a Corporate Hospital
13.	A Study on Inventory Management in Pharmacy Stores
14.	A Study on Utilization of Intensive Care Unit in a Corporate Hospital
15.	Preparation of a Handbook for Health Care Providers in Rural Areas
16.	A Study on Rescheduling of Planned Surgeries in the Operation Theater of a Select Hospital
17.	A Study on Enhancing Blood Transfusion Safety through the Use of Online Blood Bank Management System
18.	Failure Mode Effect Analysis on Medication Management in a Trust Hospital
19.	A Study on Knowledge and Understanding among Hospital Employees on Various Consents
20.	A Study on Lab Tests Rejections and Incidents in a Corporate Hospital
21.	Streamlining of Policies and Procedures of Purchase Department in a Tertiary Care Hospital
22.	A Study on Blood Bank Services With Special Emphasis on Utilization of Blood Components
23.	A Study on Maintenance of Safe Infusion Practices in a Tertiary Care Hospital
24.	A Study on Bed Management in a Corporate Hospital
25.	A Study on Concurrent Medical Record Evaluation
26.	A Study on Utilization and Maintenance of Medical Equipments in a Multispecialty Hospital
27.	Identification of Billing Errors through Failure Mode Effect Analysis (FMEA)

28.	A Study on Occupational Hazards (Clinical and Non-Clinical) in a Corporate Hospital
29.	A Study on Staff Knowledge on Emergency Preparedness and Need for Emergency Response Training in a HCO
30.	A Study on Teamwork and Patient Safety in Orthopedic Surgeries
31.	Root Cause Analysis of Operation Theatre (OT) Cancellations – A Study
32.	A Time and Motion Study on Nurses Activities
33.	Predicative Analysis of ICU Re-Admission and Return in a HCO
34.	Targeted Assessment of Prevention of Hospital Acquired Infection
35.	A Study on Implementation of International Patient Safety Goals
36.	Overcrowding in Emergency Department and its Impact on Patient Flow Outcomes
37.	Impact of Communications on the Quality of Healthcare Services in a Corporate Hospital
38.	A Study on Lean Management of Biochemistry and Clinical Pathology Departments
39.	Assessing Attitudes towards e-Prescription Adoption at a Corporate Hospital
40.	A Study of TPA Claim Process and Pre Authorization Issues and Claims Settlement
41.	A Study on Turnaround Time of Insurance Process among Select TPA's in a HCO
42.	A study to Identify the Factors to Hasten the Closure of Claims
43.	Workflow Assessment and Comparison of Manual and Automated Health Insurance Eligibility Verification Process
44.	Turnaround Time of Inpatient Discharge Process under Different Payment Modes
45.	A Study on Challenges Faced by the Medical Tourists in a Multi Specialty Hospital
46.	A Study on Key Performance Indicators in Inpatient Department in a Select HCO
47.	A Study on Patient Satisfaction in a Corporate Hospital
48.	A Study on Level of Patient Satisfaction in the Outpatient Department in a Select HCO
49.	Inventory Management and Analysis of Selective Inventory Techniques in Pharmacy Department - A Study
50.	A Study on Awareness of the Staff on the Disaster Management Preparedness in a Select Hospital
51.	A Study on Implementation of International Patient Safety Goals in a HCO
52.	Applicability of Six Sigma Tools in Health Care – A Study
53.	An Analytical Study on Awareness and Use of Mobile Healthcare Applications in Different Geographic Locations
54.	A Study on Big Data Analysis Using Artificial Intelligence
55.	Impact of Tele Education on Remote ICU Nurses – A Study

56.	IOT In Healthcare Operations Management
57.	Patient Safety using IOT Devices - Case Study on Infection Control
58.	A Study on Assessment of Employee Satisfaction in a Select HCO
59.	A Study on Training Needs Identification and Analysis for Nursing Staff in a HCO
60.	A Study on Management of Emergency Services in a Corporate Hospital

Notes:

- I. The above identified/suggested topics are merely provided to give the student a fair idea about the different sub-areas that suit research/Project work. This list of topics is an inclusive one. Therefore, the student is advised to choose a correct and complete title for the Project work, only after discussing with the Project Supervisor/Guide, and mention the same title while sending the Project proposal/synopsis for the approval from the University.
- II. The name of the health care organization/hospital selected for the study shall also have to be mentioned very clearly in the ‘Performa for Approval of Project Proposal’, not merely enclosing the official Letter of Acceptance (Original) from the organization under study.
