PROFESSIONAL PROGRAMME
PROGRAMME CODE --- 713  
MBA in Hospital Administration (MBAHA)

**SEMESTER I**

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<td>MBAHA11</td>
<td>Principles of Hospital Management</td>
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<td>MBAHA12</td>
<td>Basic Concept of Health</td>
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<td>MBAHA13</td>
<td>Epidemiology</td>
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<td>MBAHA14</td>
<td>Health Care Services</td>
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<td>Drug Management</td>
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<td>Material Management</td>
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<td>MBAHA24</td>
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**Detailed Syllabus**

**SEMESTER I**

**MBAHA11 --- Principles of Hospital Management**

**UNIT I:** Concept of Health Care Industry & its ever-changing character.

**UNIT II:** Understanding functioning of Corporate multi-specialty hospital.

**UNIT III:** Managerial activities for effective hospital functioning.

**UNIT IV:** Duties and responsibilities of Hospital Managers.

**UNIT V:** Qualities of effective Managers.

**UNIT VI:** Effective inter and intra departmental co-ordination.

**UNIT VII:** Nuclear Medicine dept: Overview, design & planning function.

**UNIT VIII:** Precautions to be taken for BARC, clearance, Burn, paraplegic and Malignant diseases treatment centers.

**UNIT IX:** Nephrology Services- Renal dialysis unit, transplantation unit.

**UNIT X:** Overview, design and planning, specific area to be considered, various legal factors to be considered.

**UNIT XI:** Teaching/ superspeciality hospital: Planning and designing.

**UNIT XII:** bedded general hospital, planning and designing of 500-750 bedded teaching/ non teaching hospital.

**Reference books:**

2. Hospital management: An Evaluation – by A.K. MALHOTRA.

**MBAHA12 --- Basic Concept of Health**

**UNIT I:** Concept of health & disease and well being

**UNIT II:** Natural history of disease and role of hospitals to offer various levels of care,

**UNIT III:** Prevention aspect of diseases,

**UNIT IV:** Dynamics of disease transmission,
UNIT V: Changing pattern of diseases,
UNIT VI: Concept of health indicators
UNIT VII: Basic concepts of human anatomy,
UNIT VIII: Basic concepts of human physiology,
UNIT IX: Common Pathological Conditions: Basic concepts of pathogenesis of common diseases,
UNIT X: Basic concepts of interpretation of investigations reports
UNIT XI: Commonly used Medicine in a hospital, Narcotic drugs, use and abuse of drugs.
UNIT XII: Dispensing of medicine, drugs store, drug stock / purchase of medicine, oxygen, I/V Fluid, Chemicals etc.

Reference books:-
2. In defense of an evolutionary concept of health by Mahesh Ananth.

MBAHA13----- Epidemiology

UNIT I: Principles of Epidemiology
UNIT II: Natural History of disease
UNIT III: Methods of Epidemiological studies
UNIT IV: Epidemiology of communicable
UNIT V: Epidemiology of non-communicable diseases,
UNIT VI: Disease transmission
UNIT VII: Host defense immunizing agents, cold chain,
UNIT VIII: Immunization, disease monitoring and surveillance.
UNIT IX: Screening and surveys
UNIT X: Investigation of an epidemic and role of hospital in its con
UNIT XI: Measures of Association ,Statistics in Epidemiology .
UNIT XII: The role of epidemiology in Public health : Types of Epidemiology and Methods of epidemiological Studies, Socioeconomic status and occupation as determinant in disease distribution.

Reference books:-
1. Text Book of Preventive and Social Medicines - K. Park, M/s Banarasidas Bhanot.
2. Hospital Administration, OUP – Tabish, Jaypee.

MBAHA14----- Healthcare Services

UNIT I: Demography – its concept,
UNIT II: Vital events of life & its impact on emography,
UNIT III: Significance and recording of vital statistics,
UNIT IV: Census & its impact on health policy.
UNIT V: Health scenario of India- past, present and future.
UNIT VI: National Health Policy & Inter-sectoral Co-ordination,
UNIT VII: National Population Policy,
UNIT VIII: National Five year plans.
UNIT IX: Background objectives, action plan, targets, operations, achievements and constraints in
UNIT X: various National, Heath Programme.
UNIT XI: Healthcare delivery system in India at Primary, Secondary and Tertiary Care, Indigenous system of medicine in India, Community participation in healthcare delivery system,

UNIT XII: Health system in developed countries.

Reference books:-
1. Health care politics, policy, and services: a social justice analysis by Gunnar Robert Almgren.

MBAHA15 --- Drug Management

UNIT I: Drug Management ;
UNIT II: Hospital Pharmacy Licenses,
UNIT III: Drug Licenses, Narcotics drugs
UNIT IV: Purchase of drugs and other consumable materials.
UNIT V: Drug Storage
UNIT VI: Pharmacy Billing.
UNIT VII: Computerized drug management system
UNIT VIII: Rational use of drugs and Prescription Audit
UNIT IX: Spurious drugs, Banned drugs
UNIT X: Procedure of Drug Indenting, On time Drug dispensing
UNIT XI: Inventory Control – ABC, VED, SDE, FSN Analysis
UNIT XII: Methods of ordering –Two bin system (Lead Time, Buffer stock, Reorder Level), Cyclic System.

Reference books:-
1. Drug use, policy, and management by Richard Isralowitz.

MBAHA16 --- Medical Transcription

UNIT I: Getting Started-Introduction, Basics of Medical Transcription, Analysis of Sample Medical Reports, Understanding Medical Reference Library.
UNIT III: Importance of Quality MT Education, Study Tips.
UNIT V: Hospital Medical Reports, Preparation of a History & Physical, Clinic Medical Reports, Formats.
UNIT VI: Organizing the Information, Proofreading and Editing, Basic Formatting Guidelines.
UNIT VIII: Prepping and Draping Methods, Surgical Positions, Types of Anesthesia.
UNIT IX: Wound and Wound Closures, Procedures for Transcribing.
UNIT XII: Tips on Researching Difficult and Mumbled Words, Using Google.Com for Innovative
Research Skills.

**Reference books:-**
1. Delmar’s Medical Transcription Handbook BY Rachelle S. Blake.
2. Medical transcription: fundamentals & practice by Health Professions Institute.

**SEMESTER II**

**MBAHA21 --- Hospital Resource and Operations Management**

**UNIT I:** Epidemiological basis for healthcare management.
**UNIT II:** Management development-towards development of professional management of Indian Hospitals.
**UNIT III:** Management of Indian Hospitals- challenges & strategies.
**UNIT IV:** Modern Techniques of hospital management, Operation concept- use of models.
**UNIT V:** Health services research & formalized managerial methods.
**UNIT VI:** Guiding principles in planning hospital facilities & services
**UNIT VII:** Planning the hospital building
**UNIT VIII:** Stages in planning, Finance, Location, Need assessment survey of community, factors determining site, legal requirements, design consideration, Project management & implementation, Gantt chart
**UNIT IX:** Planning the operational units, engineering, lighting etc.
**UNIT X:** Management structure: Types of hospitals, Governing body, Hospital committee and hospital functionaries
**UNIT XI:** Duties and responsibilities of various positions, Management of Quality Assured services of professional service units of hospital.
**UNIT XII:** Function, location, flow chart of operation, design based on flow chart, organization, physical facilities and space requirements, statutory requirements, special features, problem situation, Staff requirement, Auxiliary requirements, Work load estimation, Documentation, Equipment & supplies. Emergency services.

**Reference books:-**

**MBAHA22 --- Marketing Services**

**UNIT I:** Introduction to Marketing : Marketing Concept & current trends, Marketing process, Marketing.
**UNIT II:** Environment, Marketing Orientation, Social Marketing, Patient care & communication,
**UNIT III:** Role of PR department in hospital, E- Marketing & Marketing Mix.
**UNIT IV:** Marketing Planning and Competitiveness: Creating customer value.
**UNIT V:** Strategic marketing, Planning.
**UNIT VI:** Process, Competitors analysis, pricing strategies & programmes.
**UNIT VII:** Consumer Behaviour: Introduction & role of computer.
**UNIT VIII:** Factors influencing consumer behavior,
UNIT IX: Consumer decision making process, Marketing implications.
UNIT X: Conducting Marketing Research in relation to hospital.
UNIT XII: Designing & Managing Services, Case Analysis.

Reference books:-
2. Marketing Management: Rajan Saxena, TMH.

MBAHA23 --- Material Management

UNIT I: General concept of Materials Management in the hospital
UNIT II: Introduction to principles of material management.
UNIT III: Inventory management, Classification of inventory, Basic inventory model, Inventory cost Module.
UNIT IV: Inventory control: Concept of inventory control, Inventory control techniques, Selective Inventory.
UNIT V: Control techniques, ABC analysis, VED, SDE, FSN, HML, XYZ, GOLF, Economic Order of quantity.
UNIT VII: Value analysis, Value engineering, Just in time inventory.
UNIT VIII: Purchase procedure in hospital: Purchase system.
UNIT IX: Materials planning, tendering system of purchase.
UNIT X: Supply, storage, distribution & accounting in hospital pertaining to Medical store, surgical store, lines store & general store.
UNIT XI: Management of inventory having in the hospital: Conditioning & disposal of store.
UNIT XII: Role of automation, in store management, Vendor rating, suggested reading.

Reference books:-
1. Materials management by Gopal Krishnan.

MBAHA24 --- Hospital Support Services

UNIT I: Methods of Sterilization CSSD
UNIT II: Nosocomial infection and hospital acquired infection control committee
UNIT III: Laundry services
UNIT IV: Security Services (General & Others like fire, gas etc.)
UNIT V: Transportation Services (External & Internal)
UNIT VI: Ambulatory Care
UNIT VII: Hospital Stores
UNIT VIII: Mortuary (Preservation, transportation & religious formalities)
UNIT IX: Kitchen services
UNIT X: House Keeping
UNIT XI: Maintenance
UNIT XII: Organisational Structure: Purpose Formalisation, Centralisation, Specialisation,
Complexity, Configuration.

Reference books:-
1. Essentials for Hospital Support Services and Physical Infrastructure by Sanskriti Sharma.
2. Hospital-based community support services by Sven J. Dencker, World Rehabilitation Fund.

MBAHA25 --- Industrial Project

MBAHA26P --- Hospital Support Services Project

SEMESTER III

MBAHA31 --- Operation Research

UNIT I: Introduction
Meaning, Significance, Scope.

UNIT II: History of Operations Research

UNIT III: Linear Programming

UNIT IV: Models
General Linear Programming Model, Maximization and Minimization Models, Graphical Method.

UNIT V: Degeneracy in LP Problems, Duality in LP Problems, Sensitivity Analysis.

UNIT VI: Unbalanced Transportation Problem
Demand Less than Supply, Demand Greater than Supply, Initial Feasible Solution, Algorithm for North-West Corner Method (NWC).


UNIT VIII: Allocations
Procedure for Shifting of Allocations, Prohibited Routes Problem, Transshipment Problem.

UNIT IX: Assignment Problems
Representation of Assignment Model, Mathematical Representation, Network Representation, Use of Linear Programming to Solve Assignment Problem, Minimizing and Maximizing Cases.

UNIT X: Game Theory, Queuing Theory.

UNIT XI: Single Server Queuing Model, CPM and PERT.

UNIT XII: Decision Making, Decision Making under Uncertainty.

Reference Book:
2. Operations Research: Applications and Algorithms (with CD-ROM and InfoTrac) by Wayne L. Winston

MBAHA32 --- Biomedical Waste Management

UNIT I: Definition of Biomedical Waste

UNIT II: BMW – Segregation, collection, transportation, disposal

UNIT III: Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste

UNIT IV: BMW Management & methods of disinfection

UNIT V: Modern technology for handling BMW

UNIT VI: Monitoring & controlling of cross infection (Protective devices)
UNIT VII: BMW from Administrative point (Budget, Health check-up, Insurance).
UNIT VIII: Biomedical waste- handling rule, segregation, collection, transportation, disposal, modern.
UNIT IX: Technology, for disposal radioactive waste handling.
UNIT X: Disaster managements in hospital : definition, types.
UNIT XI: Components of disaster plan- pre hospitals and hospital.
UNIT XII: Disaster preparedness, disaster plan formulation and implementation.

Reference Book:
1. Prospects and perspective of solid waste management by B. B. Hosetti.
2. Biomedical waste management: understanding the issues and planning by Canadian Institute (1985- ).

MBAHA33 --- Research Methodologies

UNIT I: Defining Research Methodology: In introduction, defining research problems.
UNIT II: Selection of problems, technique involved defining problem.
UNIT III: Research design: Meaning of research design, need for research design, features of good design.
UNIT IV: Different research design, basic principles of experimental design.
UNIT V: Sampling: Sampling design, census & sample survey, Implication of a sample design, steps of sample.
UNIT VI: Design, characteristic of good sample design, different types of sample design, how to select random sample.
UNIT VII: Measurement and scaling technique: measurement in research, measurement scales, sources of error.
UNIT VIII: In measurement tests of sound measurement, important & scaling techniques.
UNIT IX: Data collection, Processing & Analysis: Various methods of collection of data, selection of appropriate.
UNIT X: Method processing operations multiple correlation and regression, Association in case of attributes.
UNIT XI: Testing Hypothesis & report writing: What is hypothesis, procedure of testing, important parameters.
UNIT XII: Significance of report, writing types of reports & presentation.

Reference Book:
1. Research Methodology: C.R Kothari.

MBAHA34 --- Patient Care Services

UNIT I: Patient Admission / Discharge.
UNIT II: All patients related services and assistance. Good communication.
UNIT III: Nursing care with full devotion / commitment.
UNIT IV: Diagnostics Services.
UNIT V: Blood transfusion services.
UNIT VI: Housekeeping services.
UNIT VII: Cafeteria and Dietary services.
UNIT VIII: Proper and respectful disposal of deceased person.
UNIT IX: Medical ethics & auditory procedures
Ethical principals, Civic rights, Consumer protection act, CPA, Guideline of the CPA, Patient complaints powers & procedures of the district forum, State and National commission, Role of supreme court, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence,

UNIT X: Central & state laws, Use of investigitational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees.
Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

UNIT XI: Disaster preparedness:
Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management.

UNIT XII: Patient Medical Records
Policies & procedures for maintaining medical records. e-records, legal aspects of medical records, its safety, preservation and storage.

References Books:

MBAHA35 --- Health Economics

UNIT I: Basics of health economics.
UNIT II: Nature & Scope of Managerial Economics.
UNIT III: Micro- and macro-economics.
UNIT IV: Demand/Supply of Medical Care.
UNIT V: Concept of Cost analysis, price elasticity.
UNIT VI: Theory of Production.
UNIT VIII: Output decision under different market condition.
UNIT IX: Demand and Supply:Market forms- Demand and Supply of Medical and Healthcare Services, Price determination under various configurations.
UNIT X: Analyzing Medical care Markets:-The Medical Care Market Place, The competitive Market Model, Market Failure in Medical Markets, Government Intervention in Medical Markets.
UNIT XII: Healthcare system:Indian Healthcare system - Health Policies - Expenditure and AllocationsUnder Five-Year Plans-Role of Private Sector and PPP.

References Books:
1. Dwivedi, D.N., Microeconomic Theory, Vikas Publications, New Delhi, 1996

**MBAHA36 --- Nutrition & Dietetics**

UNIT I: Food & Nutrition, Role of Antioxidants.
UNIT II: Overview of Metabolism & Balance Diet for patients.
UNIT III: Diet for Patient – Selection of food,
UNIT IV: Cooking methods, Tasty Food, Food to be avoid / Added in diet.
UNIT V: Need of complementary food.
UNIT VI: Steps to prevent food adulteration.
UNIT VII: Overview of Clinical Dietetics.
UNIT VIII: Quality control of Food.
UNIT IX: Hygiene and special precautions in Hospital Kitchen.
UNIT X: Management of Hospital diet / Catering service.
UNIT XI: Role of dietitian in hospital diet service.
UNIT XII: Food Adulteration Act.

**References Books:**

**SEMESTER IV**

**MBAHA41 --- Management Strategy**

UNIT I: Strategic Management Process, Situational analysis in health sector, Strategy formulation and strategy implementation, Forecasting methods, stakeholder analysis, Monitoring techniques, evaluation procedures and tools.
UNIT II: Health Policy In India: Historical growth of public policy in health and medical care, National Health.
UNIT III: Policy, Population Policy, Blood & Drug Policy.
UNIT V: Need Assessment, Community Diagnosis, National Health planning in India, Role of Health Ministry.
UNIT VII: Management of National Health Programmes- I: Introduction to the course, Brief outline of health situations in India.
UNIT VIII: Health sectors in Development planning in India after independence.
UNIT IX: Management of National Health Programme- II: Health programmes in India, National Malaria eradication Programme,
UNIT X: Filaria control programme, T.B Control Programme, Leprosy Control Programme.
UNIT XI: AIDS Control Programme, Universal Immunization Programme,
UNIT XII: MCH programme, Cancer, Screening & national cancer control programme.

**Reference Book:**
MBAHA42 --- Health Statistics & information System in India

UNIT I: Ratio analysis.
UNIT III: International classification of diseases.
UNIT IV: Health reports and Notifiable diseases.
UNIT V: Health information system in India.
UNIT VI: Health Systems Research (HSR) - Introduction to WHO’s concept of HSR.
UNIT VII: Use of systems research for strengthening health systems.
UNIT VIII: Getting research into policy and practice (GRIPP).
UNIT IX: Developing research protocols / proposals.
UNIT XI: Vital events of life & its impact on emography.
UNIT XII: Significance and recording of vital statistics, Census & its impact on health policy.

Reference Book:
2. Health information system in North East India By Charoibam Ibohal Sing.

MBAHA43 --- Hospital Management & Law

UNIT I: Unique features of hospital management:
Growing significance of management in organizations, characteristics of a modern Hospital.
UNIT II: Hospital as an organization, resource management,Evolution of management thought:Frederic W.Taylor's scientific management, Henry Fayol’s principles of management.
UNIT III: Concept of bureaucracy, human relations approach, Behavioral approach, systems theory of organization.
UNIT IV: Information processing view of organization, contingency theory of organization, management by objectives (MBO).
UNIT V: Management functions:Management process and functions, nature of management process.
UNIT VI: Managerial functions -planning, organizing, staffing, directing, coordinating and controlling.
UNIT VII: Application of managerial functions to health care organizations.
UNIT IX: Setting priorities for planning and decision-making, guidelines for improved decisionmaking, modern.
UNIT X: Approach to decision making. Significance of leadership, traits of leaders, functions of leadership.
UNIT XII: Motivation process, different types of motives, selected theories of motivation- Mc
Gregory’s theory X and theory Y, Maslow’s theory, Hertzberg’s two-factor theory of motivation, Vroom’ Expectancy theory.

**Reference Book:**

**MBAHA44P --- Industrial Visit**

**MBAHA45P --- Project**