



**Mahatma Gandhi University**  
MEGHALAYA  
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## **SYLLABUS MANUAL**

# **PROFESSIONAL PROGRAMME**

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

**SEMESTER I**

<b>CODE</b>	<b>SUBJECT</b>	<b>CREDIT</b>
MBAHA11	Principles of Hospital Management	3
MBAHA12	Basic Concept of Health	3
MBAHA13	Epidemiology	3
MBAHA14	Health Care Services	3
MBAHA15P	Drug Management	3
MBAHA16	Medical Transcription	3
<b>TOTAL</b>		<b>18</b>

**SEMESTER II**

<b>CODE</b>	<b>SUBJECT</b>	<b>CREDIT</b>
MBAHA21	Hospital Resource & Operations Management	3
MBAHA22	Marketing Services	3
MBAHA23	Material Management	3
MBAHA24	Hospital Support Services	3
MBAHA25P	Industrial Project	3
MBAHA26P	Hospital Support Services Project	3
<b>TOTAL</b>		<b>18</b>

**SEMESTER III**

<b>CODE</b>	<b>SUBJECT</b>	<b>CREDIT</b>
MBAHA31	Operations Research	3
MBAHA32	Biomedical Waste Management	3
MBAHA33	Research Methodologies	3
MBAHA34	Patient Care Service	3
MBAHA35	Health Economics	3
MBAHA36	Nutrition & Dietetics	3
<b>TOTAL</b>		<b>18</b>

## SEMESTER IV

CODE	SUBJECT	CREDITS
MBAHA41	Management Strategy	3
MBAHA42	Statistics & information System in India	3
MBAHA43	Hospital Management & Law	3
MBAHA44P	Industrial Visit – Practical	3
MBAHA45P	Project	6
<b>TOTAL CREDITS</b>		<b>18</b>

### 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/ superspecialty hospital : Planning and designing.

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

##### **Reference books:-**

1. Hospital Management: Principle, Theory and Practice by Amit Virmani.
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:-**

1. Population health: concepts and methods by T. Kue Young.
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.
3. Preventive and Social Medicine – Prabhakar Rao.
4. Text book of Social & Preventive Medicine – Mahajan.

**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.
2. Delivering health care in America: a systems approach by Leiyu Shi, Douglas A. Singh.

**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.
2. Drug treatment: by Philip Bean, Teresa Nemitz.
3. Management of Common Health Problems of Drug Users by Searo.

**MBAHA16 --- Medical Transcription**

**UNIT I:** Getting Started-Introduction, Basics of Medical Transcription, Analysis of Sample Medical Reports, Understanding Medical Reference Library.

**UNIT II:** Ethics and Confidentiality/ HIPAA Laws, Legal Aspects of Healthcare Records, Proper Ergonomics for the Medical Transcriptionist.

**UNIT III:** Importance of Quality MT Education, Study Tips.

**UNIT IV:** MT Basics- Introduction to FTP (File Transfer Protocol) Clients, The Future of Medical Transcription.

**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 VII:** Intermediate Medical Transcription, The Healthcare Team and the Operative Report.

**UNIT VIII:** Prepping and Draping Methods, Surgical Positions, Types of Anesthesia.

**UNIT IX:** Wound and Wound Closures, Procedures for Transcribing.

**UNIT X:** Most Common Errors of New Transcriptionists, Dealing with Difficult Dictators.

**UNIT XI:** Learning the Language of Medicine – LOM, Getting Organized, Using Your Flashcards, Basic Word Structure, Prefixes/Suffixes/Root Words or Combining Forms, Plurals, More Sound Alike/Look Alike Words.

**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:-**

1. A Guide to Human Resource and Operations Management: by Joseph P. Naughton-Travers, Ed.M., Monica E. Oss.
2. Operations management – by Mike Pycraft.
3. Production and operations management: by Production and Operations Management Society.

**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 XI:** Marketing Strategy : Market Segmentation, Market Targeting & Positioning Strategies.

**UNIT XII:** Designing & Managing Services, Case Analysis.

**Reference books:-**

1. Principles of Marketing : Philip Kotler , Pearson Education.
2. Marketing Management- Rajan Saxena , TMH.
3. P K Mishra, P S Das and J R Das: Marketing Management,Alok Publication.

**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 VI:** Inventory ordering system: Ordering System, Lead time & safety stock, Standardisation & codification.

**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.
2. Materials management by Sundaram..
3. Materials management by A.K. Dutta, Prentica Hall of India (PHI).

**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**

Applications of Operations Research, Operations Research Models, Methodology 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 VII: Algorithm for Row and Column Minima Method or Least Cost Method (LCM).**

**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:**

1. Schaum's Outline of Operations Research by Richard Bronson and Govindasami Naadimuthu
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 incase 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.
2. Research Methodology : P.K Mahajan.

**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 investigational 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:**

1. Goel S L & Kumar R. 2004. Hospital Core Services: Hospital Administration of the 21st Century. Deep Deep Publications Pvt Ltd: New Delhi
2. Gupta S & Kant S. 1998. Hospital & Health Care Administration: Appraisal and Referral Treatise. Jaypee: New Delhi
3. Harris M G & Assoc. 2003. Managing Health Service: Concepts & Practices. MacLennan + Petty: Sydney

### **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 VII:** Theory of pricing Price .

**UNIT VIII:** Output decision under different market condition.

**UNITIX:** 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 XI:** Market for Healthcare Professionals Application of the Theory of Labor Markets in the case of Health Care Professionals, The Market for Physicians Services, Models of Physician Behavior, The Market for Nursing Services, The Market for Dental Services.

**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  
James Henderson, Health Economics and Policy, South - Western College Publishing..
2. Rexford E. Santerre, Stephen P. Neun, Health Economics, Dry den Publishers, Florida (U.S.A.), 2000.

3. Kenneth Black, Jr., Harold D. Skipper, Jr., Life & Health Insurance, 13th edition, Pearson Education, New Delhi, 2003.

### **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:**

1. Text Book of Social and Preventive Medicine – K Park.
2. Preventive and Social Medicine – Prabhakar Rao.

### **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 IV:** Health Planning : Need for Planning, Concept of Planning, Concept of Programme Planning, Process .

**UNIT V:** Need Assessment, Community Diagnosis, National Health planning in India, Role of Health Ministry.

**UNIT VI:** Planning Commission & Directorate of Health Services. Analyzing the achievements of Five year plan in Health sectors.

**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:** Filariasis 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:**

1. Text book of social & preventive medicine, - K. Park, M/s Banarasidas Bhanot.
2. Text book of Social & preventive medicine – B.K Mahajan, Jaypee.

### **MBAHA42 --- Health Statistics & information System in India**

**UNIT I:** Ratio analysis.

**UNIT II:** Incidence and prevalence rates. Morbidity statistics.

**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 X:** Demography & Vital Statistics: Demography – its concept.

**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:**

1. World health statistics 2008 – by World Health Organization.
2. Health information system in North East India By Charoibam Ibohal Sing.
3. Statistics in health and nutrition: proceedings of the national by K. Visweswara Rao, G. Radhaiah, V. Narayana

### **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 VIII:** Organization concepts and processes: Nature and structure of organization, types of organizations-functional, divisional, departmental and matrix forms, Formal and informal organizations, Line and staff relationships.

**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 XI:** Behavioral concepts and theories: Cognitive process, perception process and its stages, creativity and problem solving.

**UNIT XII:** Motivation process, different types of motives, selected theories of motivation- Mc

Gregory's theory X and theory Y, Maslow's theory, Herzberg's two-factor theory of motivation, Vroom's Expectancy theory.

**Reference Book:**

1. Hospital management: a guide to departments BY Howard S. Rowland, Beatrice L. Rowland.
2. Health Care Management and the Law: Principles and Applications by Donna Hammaker, Sarah J. Tomlins.
3. Hospital management: Volume 111, by Snippet.

**MBAHA44P --- Industrial Visit**

**MBAHA45P --- Project**

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