MBA Hospital Administration –
SYLLABUS
MBA HOSPITAL ADMINISTRATION

1ST YEAR SUBJECTS

1. MANAGEMENT PROCESS AND BEHAVIOUR

2. ACCOUNTING FOR DECISION MAKING

3. MANAGEMENT OF OUT-PATIENT DEPARTMENT

4. PATIENT CARE AND BEHAVIOUR

5. HEALTH SYSTEM MANAGEMENT

6. MANAGEMENT OF INFORMATION SYSTEMS IN HOSPITALS
**First Year Papers**

1. **MANAGEMENT PROCESS & BEHAVIOUR**

**Objective:** The Objective of the course is to introduce management concepts and process with a focus on leadership and human behaviour in organizations.

**UNIT-1:**

**UNIT-2:**

**UNIT-3:**

**UNIT-4:**

**UNIT-5:**
Organizational Change and Development – Change Process – OD interventions – Organizational Conflicts – Organizational Culture – Organizational Effectiveness.

**UNIT-6:**
Case Studies

**Suggested Readings:**
5. Harold Koontz Y & Henz Weihrich: Management;
7. L.A. Allen: Management and Organization;
9. Robbins SP, Organizational Behaviour;
2. **ACCOUNTING FOR DECISION MAKING**

**Objective:** The Objective of the course is to impart skills of principles and techniques of Accounting for Management.

**UNIT-1:**

**UNIT-2:**

**UNIT-3:**

**UNIT-4:**

**UNIT-5:**
Budgeting and Budgetary Control – Types of Budgets – Preparation of Budgets – Production Budget – Sales Budget – Cash Budget – Flexible Budget – Performance Budgeting – Zero Based Budgeting.

**UNIT-6:**
Case Studies.

**Suggested Readings:**

1. Horngren, Charles T., Introduction to Management Accounting, PHI, NJ;
3. Rober S. Kaplan and Anthony A. Atkinson : Advanced Management Accounting (PHI), New Delhi;
4. Bhatatosh Banarjee; Financial Policy and Management Accounting The World Press, Calcutta
5. Khan and Jain, Management Accounting.
7. Ravi M. Kishore, Advanced Management Accounting, Taxmann’s Publications.
8. Sumith Jain, Management Accounting, Taxmann’s Publications.
10. Bhattacharya, Financial Accounting for Business Managers, PHI.
3. MANAGEMENT OF OUT-PATIENT DEPARTMENT

**Objective:** The objective of the course is to equip the learner with the different organizational steps involved in management of the Out-Patient Department

**UNIT-1:**

**UNIT-2:**
Emergency Services – Managerial Issues in Emergency Department – Staffing of Emergency Department – Checklist Management.

**UNIT-3:**

**UNIT-4:**
Departments of Out-patient Departments – Planning of Departments.

**UNIT-5:**

**Reference Books:**
4. PATIENT CARE AND BEHAVIOUR

**Objective:** The Objective is to make the learner to understand the psycho-social aspects of the patient and resulting behaviour in a stressful condition.

**UNIT-1:**

**UNIT-2:**

**UNIT-3:**
Patient Care: Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, medicare standards.

**UNIT-4:**
Hospital Administration: Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants’ management.

**UNIT-5:**
Legal Responsibilities: Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs. General policies and procedures of the hospitals for patients and personnel. Need, legal implications, Pollution Control Board Act, Safe Collection, segregation, disposal, dumping, incineration and training.

**Reference Books:**
2. S.G. Kabra, Medical Audit
5. HEALTH SYSTEM MANAGEMENT

**Objective:** The objective of the course is to familiarize the learner with the basic and advanced concepts of Health System Management

UNIT-1:

UNIT-2:
Health Care Management: Success in Team Work – In-service Training & Education.

UNIT-3:
Law Related to Medical & Health Care – Consumer Protection Act, 1986, Right To Information Act, 2002

UNIT-4:
Development of Attitude & Motivation among Hospital Service Providers – Awareness of Health Insurance – Role of Hospital Administrator.

UNIT-5:
Legal Medicine vis-à-vis Law Ethics

**Reference Books:**

6. MANAGEMENT OF INFORMATION SYSTEMS IN HOSPITALS

**Objective:** To make the learner to understand MIS as a managerial decision making tool and to know the sources and compiling of MIS.

**UNIT-1:**

**UNIT-2:**

**UNIT-3:**

**UNIT-4:**
Software Applications in Health Care: Awareness on the application of computer software packages in various functions of hospital – Internet and Intranet and their application in healthcare.

**UNIT-5:**
Practicals of Software Applications: One way ANOVA using Statistical Software –
Suggest Practicals:

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<thead>
<tr>
<th>Mail Merge using MS Word</th>
<th>Profit Analysis using Excel</th>
<th>Vendor Analysis using Excel</th>
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<tr>
<td>Lead Time Analysis using Excel</td>
<td>Electricity billing using Excel</td>
<td>Grade Analysis using Excel</td>
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<td>Budget Consumption using Excel</td>
<td>Correlation using Statistical Software</td>
<td>Regression using Statistical Software</td>
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<td>Chi-square using Statistical Software</td>
<td>One Sample T Test using Statistical Software</td>
<td>Two Sample T Test using Statistical Software</td>
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<td>Test of Significant difference – Independent Samples</td>
<td>Test of significant difference – Related Samples</td>
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**Reference Books:**
MBA HOSPITAL ADMINISTRATION

2ND YEAR SUBJECTS

1. HUMAN FACTOR IN HEALTH ORGANISATIONS
2. FINANCIAL MANAGEMENT IN HOSPITALS
3. OPERATIONS MANAGEMENT IN HOSPITALS
4. MEDICAL AUDIT AND QUALITY MANAGEMENT
5. HOSPITAL SERVICES MARKETING
6. HEALTH CARE ECONOMICS
1. **HUMAN FACTOR IN HEALTH ORGANISATIONS**

**Objective:** The Objective of the Course is to acquaint the learner with various Concepts, Principles of HRM in Hospitals

**UNIT-1:**
Definition of Hospital HRM, Importance of HRM in Hospitals - Nature of HR in Hospitals - Objective of HR in Hospital, Functions of HRM, Principles of HRM - Functions and role of HR Manager

**UNIT-2:**
HR Planning and Development - Significance - Importance of HR Planning - Factors influencing HR Planning Process - Job Analysis - Recruitment - Selection.

**UNIT-3:**

**UNIT-4:**
Compensation and Benefits - Wage Concepts - Principles of Wage Administration - Wage Fixation - Employee incentives and Benefits - ESOPs - Role of Monetary and Non-monetary Benefits.

**UNIT-5:**
Industrial Relations - Factors affecting Industrial Relations - Role of State in IR - Trade Unions - Blue Collar Vs. White Collar Unions - Association of Doctors, Nursing Staff, Paramedical - Industrial Disputes, Causes, Consequences, Preventive and Settlement Machinery - (Case Studies Compulsory)

**References:**

1. Goyal, R.C Hospital Administration and Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2010
2. FINANCIAL MANAGEMENT IN HOSPITALS

Objective: The objective of the course is to introduce the concepts, tools and techniques of financial management to the learners.

UNIT -1

UNIT -2

UNIT -3

UNIT -4

UNIT -5

SUGGESTED READINGS:
10. Gittmen, Managerial Finance – 2009
3. OPERATIONS MANAGEMENT IN HOSPITALS

**Objective:** The objective of the course is to equip the learners with decision making skills in planning, scheduling and control of production and operation functions in hospitals.

**UNIT -1**

Front office – Admission – Billing – Medical Records – Ambulatory Care – Death in Hospital – Brought-in Dead. Maintenance and Repairs Bio Medical Equipment.

**UNIT -2**


**UNIT -3**

Supporting Services – House Keeping – Linen and Laundry – Food Services – Central Sterile Supply Department (CSSD), Maintenance

**UNIT -4**

Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of layouts –techniques of work measurement, time and motion study. Productivity measures, value addition, capacity utilization.

**UNIT -5**

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing management – Inventory Management; Valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; value management, value engineering, value analysis.

**Reference Books:**

2. Prabhu KM, Sood SK, Hospital Laboratory Services Organization and Management, Journal of Academy of Hospital Administration – 2010
3. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009
4. MEDICAL AUDIT AND QUALITY MANAGEMENT

**Objective:** The objective of the course is to provide an in-depth knowledge about the medical audit leading to TQM

**UNIT-1:**
Introduction - Definition - Origins & Development in Medical Audit - Medical Audit Policy - Concept of Medical Audit - Medical Record, Medical Audit Relationship - Medical Audit related to Diagnosis, Investigations and therapy.

**UNIT-2:**
Use of Computers in Audit Process - Medical Audit - Global Perspective - Types of Medical Audit - Appraisal of Medical Audit - Methods of Medical Audit.

**UNIT-3:**
Introduction - Concept - Definition - Origin & Growth of Quality Management - Importance and Significance of TQM for Hospitals - Prerequisites of Quality Management in Hospitals - Role of Medical Record in Quality Management - Quality Circles - Quality Assurance.

**UNIT-4:**

**UNIT-5:**
Accreditation - Introduction - Concept of Hospital Accreditation - Accreditation Scenario in India and abroad – Organisations, authorities for accreditations in India – Accreditation process – Role of the government in developing an accreditation system.

**Suggested Books:**

1. ‘Hospital Administration’ by D.C. Joshi and Mamta Joshi, Published by Jaypee Brothers, Medical Publishers, New Delhi, 2011
2. Medical Audit by Anjan Prakash – Published by Jaypee Brothers, Medical publishers (P) Ltd., New Delhi, 2011
5. **HOSPITAL SERVICES MARKETING**

**Objective:** The objective of this course is to enhance the marketing skills of the student with special reference to Hospital Services marketing.

**UNIT – 1**
Core concepts of Marketing – Marketing Environment Analysis – Competition Analysis – The scope of Hospital Services Marketing.

**UNIT – 2**

**UNIT – 3**

**UNIT – 4**
Internal marketing – Importance and Objectives – Roles of a service employee – Internal marketing strategies ; External marketing – Promotional mix – Promotional campaign design ; Interactive marketing.

**UNIT – 5**
Service distribution ; Service Demand and Capacity Management ; Service Quality Management – GAP model, SERVQUAL model – Service recovery strategies.

**Reference Books:**

- Srinivasan, R., Services Marketing (The Indian Context), Prentice Hall India, New Delhi, 2006
- Milica Z. Bookman, Karla R. Bookman ; Medical Tourism in Developing Countries, Palgrave Macmilan, 2007.
6. **HEALTH CARE ECONOMICS**

**Objective:** The course is intended to provide an in-depth knowledge about the sources of funds and its effective utilization to achieve a better quality of health care services within a reasonable cost.

**UNIT – 1**

**UNIT – 2**

**UNIT – 3**

**Unit – 4**

**Unit – 5**
Medical Tourism : Role of Medical Tourism, Methods to attract Foreign Medical Tourists, Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.

**Reference Books :**

MBA HOSPITAL ADMINISTRATION

3RD YEAR SUBJECTS

1. HOSPITAL WASTE MANAGEMENT
2. RISK AND DISASTER MANAGEMENT
3. LEGAL AND ETHICAL ISSUES FOR HOSPITAL
4. OPERATIONS RESEARCH
5. HEALTH INSURANCE
6. CLINICAL, DIAGNOSTIC & THERAPEUTIC SERVICES
Objective: The Objective of the Course is to familiarize the learner with the importance, techniques and the procedures involved in the management of Hospital Waste.

UNIT-1:
Hospital Hazards: Meaning – Types – Physical–Biological Mechanical – Psychological – Its Impact on Employees – Preventive measures.

UNIT-2:
Hospital Hazards Management: Meaning – Need – Principles – Purpose.

UNIT-3:
Control of Hospital Acquired Infection: Types of Infection – Common Nosocomial Infection and their Causative Agents – Prevention of Hospital Acquired Infection – Role of Central Sterile Supply Department – Infection Control Committee – Monitoring and Control or Cross-Infection – Staff Health.

UNIT-4:

UNIT-5:

Reference Books:
2. RISK AND DISASTER MANAGEMENT

Objective: To familiarize the students to identify the areas of safety and risk and managing of the same, familiarize the hospital administrators in the area of disaster management.

UNIT-1:

UNIT-2:

UNIT-3:

UNIT-4:

UNIT-5:

References:
3. **LEGAL AND ETHICAL ISSUES FOR HOSPITALS**

**Objective:** The Hospital being a part of the larger socio political set up the student will be exposed to the legal and ethical issues pertaining to the Hospitals.

**UNIT-1:**

Establishment, Registration and Regulation of Health Care Organization: Registration and Regulation of Healthcare organization under Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of Health care Organization under Partnerships and Corporate basis (private and public) and compliance with Medical Council of India Act.

**UNIT-2:**


**UNIT-3:**

Hospital Services and Law: Contractual obligations in Hospital Services – Requisites of a valid contract – Hospital as a ‘bailee’ – Physicians – Patient relations – duties towards patients by medical and Para-medical staff – medical ethics and code of conduct to be observed in rendering hospital services, MCI Guidelines, OATHS.

**UNIT-4:**


**UNIT-5:**

Liability of Hospitals: contractual liability – Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortuous liability and vicarious liability. Legal remedies available to patients. Remedies under contract law, tort, criminal law and consumer protection act. CP Act, RTI.

**References:**

4. OPERATIONS RESEARCH

Objective: The course is designed to make the students familiar with principles and techniques of O.R. and their applications in decision making. They are also expected to use software packages.

UNIT – 1:

UNIT – 2:

UNIT – 3:

UNIT – 4:
Game theory – Two person zero sum games – Pure strategies – Mixed strategies – dominance principle – Graphic and algebraic method – Linear Programming approach - Queuing theory - M/M/1 and M/M/C Models

UNIT – 5:
Project Management – PERT and CPM – crash time – crash cost trade off – resource leveling and resource allocation –Simulation Techniques - Simulation of inventory and waiting line – Case Studies

SUGGESTED READINGS:

10. N.D. Vohar, Quantitative Techniques in Management.
5. **HEALTH INSURANCE**

**Objective:** The Student is expected to understand the nuances of Insurance and in particular the Health Insurance.

**UNIT-1:**
Introduction – Economics of Life and Health Insurance – Importance, Socio-political realities – Insurance Terminology.

**UNIT-2:**

**UNIT-3:**
Administration of Health Insurance Schemes like CGHS & ESI and Social Security Measures. TPAs, Governing Mechanisms including IRDA.

**UNIT-4:**
Health Insurance Taxation – Four General Insurance Companies - Standardization and grading of Hospital Services – Role of Vigilance and Real-time information about the services.

**UNIT-5:**

**Reference Books**

3. Insurance Exam – Material, 2006
6. **CLINICAL, DIAGNOSTIC & THERAPEUTIC SERVICES**

**Objective:** The Objective of the Course is to expose the learner to the basic concepts of clinical, Diagnostic and Therapeutic services for an efficient and effective Administration of Hospitals.

**UNIT-1:**
Common Terms of Healthcare Management: Terms related to levels of healthcare; Primary; Secondary and Tertiary – Systems of Medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc. – Preventive and Curative Medical Care – General and Specialty Hospitals – Pharmacopia (in patient and out patient)

**UNIT-2:**
Speciality-wise terminology – Pathology terms of Common Use – Clinical, diagnostic and therapeutic terms – Pediatric services – Dental – Psychiatric.

**UNIT-3:**

**UNIT-4:**

**UNIT-5:**

**Recommended Books:**