

**Maulana Abul Kalam Azad University of Technology, West Bengal**  
(Formerly West Bengal University of Technology)  
**Syllabus for Master of Hospital Administration (MHA)**  
**(Effective for Academic Session 2019-2020)**

**FIRST SEMESTER**

**BASIC CONCEPT OF HEALTH**

Paper- I

Code MHA 101

Total hours-40

Credit -4

Module -1

1. Basic of Human Body
  - 1.1 Level of Organization of Human body (4L)
  - 1.2 Body Plans And Basic Examination Position (4L)

Module-11

2. Basics of Medical Terminology
  - 2.1 Introduction to Medical Terminology word formation And Syntax Greek Alphabet (4L)
  - 2.2 Greek And Latin Prepositional And Adverbial Prefixes. (4L)
  - 2.3 Commonly Used Prefixes in Medical Terminology. (4L)
  - 2.4 Commonly Used Suffixes in Medical Terminology. (3L)
  - 2.5 Commonly Used in Root Words in Medical Terminology (4L)
  - 2.6 Commonly Used Medical Terms to Define Different Part of the Body. (4L)
  - 2.7 Basics of Prescription Writing. (4L)

Module-111

3. Medical Sociology
  - 3.1 Introduction (2L)
  - 3.2 Sociological Perspective Of Health Illness And Healing. (1L)
  - 3.3 Institutional And Organizational Perspective Of Medical Sociology (1L)
  - 3.4 Health Seeking Behaviour Of Various Social Groups (1L)

**Suggested Books**

1. Preventive And Social Medicine - Dr. K .Park
2. Human Anatomy - Dr. Samar Mitra
3. Text Book of Human Physiology - Dr. C.C. Chatterjee
4. Text Book Of community Medicine - V.K Mahajan

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**HEALTH CARE SERVICES**

Paper-II

Code MHA 102

Total hours-30

Credit -3

Module -1

1. Demography And Vital Statistics (10L)
  - 1.1 Demography-Its Concepts
  - 1.2 Vital Events of Life And Its Impact On Demography
  - 1.3 Significance And Recording of Vital Statistics
  - 1.4 Census And Its Impact On Health Policy.
  
2. National Health Policy (5L)
  - 2.1 National Population Policy
  - 2.2 National Five Years Plans
  - 2.3 National Health Policy.

Module- 11

3. National health programme- objectives, Targets, Action plan, Achievements and constraints of National Health Programmes. (10L)

Module-111

4. Healthcare of the Community (5L)
  - 4.1 Healthcare delivery System in India at primary, secondary. And Tertiary level
  - 4.2 Community participation in healthcare delivery system.

**Suggested Books:**

1. Preventive And Social Medicine - Dr. K .Park
2. Text Book Of community Medicine - V.K Mahajan
3. Text Book Of community Medicine - Prabhakar Rao

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**EPIDEMIOLOGY & HEALTHCARE IN ITS CHANGING SCENARIO**

PAPER-III

Code MHA-103

Total hours-30

Credits-3

Module-I

Epidemiology (15L)

1. Principles of Epidemiology (2L)
2. Methods of Epidemiological studies (2L)
3. Epidemiology of communicable and non-communicable disease (2L)
4. Epidemiological Triad (2L)
5. Host defense immunizing agents, disease monitoring and surveillance (2L)
6. Screening and Surveys (2L)
7. Investigation of an epidemic and role of hospital in its control (3L)

Module-II

Healthcare & its Changing Scenario (15L)

1. Concept of Modern hospitals and Privatization in Health Sector (4 L)
2. Functioning of modern hospitals and changing need of patients (4 L)
3. Public Sector Hospitals and levels of care (2L)
4. Effects of Globalization in health care (3L)
5. Concept of Corporate hospitals in developing countries (2L)

Suggested Books:

1. Preventive And Social Medicine -Dr. K. Park
2. Text Book Of Community Medicine-V K Mahajan
3. Hospital management Module II -NIHFW, New Delhi
4. Hospital administration -G.D. Kunders

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**HEALTH EDUCATION & HEALTH COMMUNICATION**

PAPER-IV Total Hours-40 Credit-4

CODE MHA-104

Module - I

Health Education ( 20 L)

1.1 Aims and Principles of Health Education	(2L)
1.2 Educational Method	(4L)
1.3 Evaluation of Health Education	(4L)
1.4 Practice of Health Education – Leprosy Council Programme	(4L)
1.5 Research in Health Education	(2L)
1.6 Levels of Health Education	(2L)
1.7 Health Care Reporting and Role of NIC	(2L)

Module – II

Health Communication (20L)

1. Basic Concept of Communication	(1L)
1.1 Definitions	
1.2 Purpose	
2. Types of Communication	(1L)
2.1 Verbal	
2.2 Non-Verbal	
3. Process of Communication	(1L)
3.1 One-way Communication	
3.2 Two-way Communication	
I. Intra personal communication	
II. Inter personal communication (Interview, Counselling)	
4. Directions of Communication	(1L)
4.1 Upward Communication	
4.2 Downward Communication	
4.3 Lateral Communication	
5. Models of Communication	(3L)
5.1 Aristotle Model	

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5.2 Shannon and Weaver model

5.3 Schramm Model

5.4 Lagenas Model

5.5 Fano Model

5.6 Literer's Model

5.7 Westly Maclean's Model

- |  |      |
|--|------|
| 6. Factors influencing Communication                           | (2L) |
| 7. Principles of Communication                                 | (2L) |
| 8. Effective Communication                                     | (2L) |
| 9. Media in health education                                   | (2L) |
| 10. Mass Communication   | (2L) |
| 11. Barriers of Communication and how to overcome the Barriers | (1L) |
| 12. IEC activities in health sectors                           | (2L) |

**Suggested Books:**

1. Preventive And Social Medicine - Dr.K.Park, V.K.Mahajan
2. Preventive And Social Medicine -V.K.Mahajan
3. Health Education – A new approach -Ramachandran&T.Dharmalingan
4. N I F W (Govt. of India) -Modules (Medical Officer)

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**PRINCIPLES OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR**

PAPER – V

Code : MHA (N) 105                      Time hours – 40                      Credit – 4

1. Management (2L)
  - 1.1 Concept
  - 1.2 Definition
  - 1.3 Characteristics
  - 1.4 Productivity, effectiveness and efficiency
  
2. Evaluation of Management Theory (5L)
  - 2.1 Pre scientific Management Period
  - 2.2 Classical Theory
    - 2.2.1 Scientific Management of Taylor
    - 2.2.2 Administrative Management of Fayol
    - 2.2.3 Bureaucratic Model of Max Weber
  - 2.3 Neoclassical Theory of Behavioural Approach
    - 2.3.1 Elton Mayo
    - 2.3.2 Hawthorne Experiments
  - 2.4 Modern Theory of System Approach
    - 2.4.1 Organisation as system feature
    - 2.4.2 Contingency Approach
  
3. Functions of Management (3L+1L)
  - 3.1 Planning, Organizing, Staffing, Controlling
  - 3.2 Managerial Skills
  
4. Organisation (6L)
  - 4.1 Concept of Organization
  - 4.2 Organisational structure
  - 4.3 Formal and informal Organization
  - 4.4 Types of organizational shueture – Line, Line and Staff, matrix, Net-work, Geographical, Administrative
  - 4.5 Organisational Chart
  
5. Management in Healthcare Sector (3L)

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**ORGANIZATIONAL BEHAVIOUR**

1. Concept of Organizational behaviour (2L)
  - 1.1 Dynamics of organizational behaviour, basic of Sociology, Anthropology, Psychology
2. Work Motivation – (3L)
  - 2.1 Approaches to work motivation Theories of Motivation – Maslow Hierarchy of needs, Alderfer’s ERG Theory, Herzberg motivation Theory, Hygiene theory McClelland’s Achievement, Motivation Theory, McGregor’s Theory X and Y, Vroom Expectancy Theory. Porter’s Expectancy Theory, Porters Expectancy Theory.
3. Personality – meaning of Personality, detenninant of Personality, theory of personality, Measurement of personality, development of personality. Locus of Control (3L)
4. Perception process – Nature and importance, factor influencing perception, perceptual selectivity (2L)
5. Attitudes – source, important attitudes in organization (2 L)
6. Group dynamics – Characteristics of group, types of group, stages of group dynamics, group decision making , Terms in Organization (2L)
7. Leadership style – Leadership style, leadership theories, and Skills influence processes, Leadership and power (2L)
8. Conflicts in organization – Source of conflicts, Types of conflicts, conflicts process, Johari window, conflict resolution, Transactional analysis (2L)
9. Organisational Change and Development – meaning, resistance to change (2L)

**Suggested Books:**

1. Essential management - Koontz & Wehrich
2. Management; A Global Perspective - Koontz & Wehrich
3. Management Challenges for 21<sup>st</sup> Century - Peter
4. Principles of Management - Premvir Kapoor
5. Organizational Behaviour - Robbins (PHI)
6. Organizational Behaviour - Luthans
7. Organizational Behaviour - L.M. Prasad

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**Financial Management**

PAPER – VI

Paper Code-MHA (N) - 106

Total Hours-40

Credit-4

- |  |    |
|--|----|
| 1. <u>Basic accounting and recording of business transaction</u>     | 4L |
| 1.1-Golden Rule  |    |
| 1.2-Classification of accounts                                       |    |
| 1.3-Introduction to Accounting standards                             |    |
| 1.4-Introduction to GAAP   |    |
| 1.5-Journal  |    |
| 1.6-Ledger   |    |
| 1.7-Trial Balance  |    |
| 2. <u>Profit &amp; loss Accounts &amp; Balance Sheet</u>             | 3L |
| 2.2-Introduction   |    |
| 2.3-Methods of Accounting-Cash Basis and Accrual Basis of Accounting |    |
| 3. <u>Basics of Financial Management</u>                             | 2L |
| 3.1-Introduction   |    |
| 3.2-Objective  |    |
| 3.3-Profit vs. Goal Maximization                                     |    |
| 3.4- Role of finance manager   |    |
| 4. <u>Cash Flow &amp; Fund Flow Statement</u>                        | 4L |
| 4.1- AS -3   |    |
| 4.2-Preparation of Cash Flow Statement and Fund Flow Statement       |    |
| 5. <u>Financial Statement Analysis</u>                               | 4L |
| 5.1-Financial Ratios and their implications                          |    |
| 6. <u>Elements of cost and costing methods</u>                       | 5L |
| 1.1-Introduction to different elements of cost                       |    |
| 1.2-Introduction to different methods of costing                     |    |
| 7. <u>Hospital rate setting</u>                                      | 3L |
| 3.1-Marginal costing   |    |
| 3.2-CVP Analysis   |    |



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8. Cost control and cost reduction 2L  
4.1-Identification of cost and profit centre  
4.2-ZBB  
4.3-Introduction to Activity Based Costing  
4.4-Identification of Variances
9. Budgeting 2L  
5.1-Meaning of budget and budgetary control  
5.2-Revenue and capital budgeting  
5.3-Cash budgeting

**MANAGERIAL ACCOUNTING**

1. Managerial Accounting – an overview 2L  
2. Nature, scope and purpose of managerial accounting – some tools and techniques of managerial accounting, responsibility, accounting, target costing. 4L  
3. Receivable management- tool for imposing control, collection experience matrix, ageing schedule. 3L  
4. Working capital – concept of operating cycle, types of working capital and their sources of fund. 2L

Reference:

- i. Management accounting- Vashisht&Saxena (Vikash)
- ii. Basics of Accounting- Basu & Das
- iii. Financial Management – I.M. Pandey ( Vikash)
- iv. Financial Management- S.N. Maheswari
- v. Management Accounting – Khan & Jain (TMH)

**PRACTICAL**

**MHA (N) – 191**

**INDUSTRY VISIT**

2 credits

Exposure of students to different category of Healthcare Institutions for understanding of organization's function & structure – minimum 5.