

Maulana Abul Kalam Azad University of Technology, West Bengal
(Formerly West Bengal University of Technology)
Syllabus for Master of Business Administration(Hospital Administration)
Effective from academic session 2022-23

2 Years MBA (Hospital Administration) syllabus.

2nd Semester:

Paper: Hospital services Management - I

Code: MBA-HA-201

Contacts Hours /Week: 3L+1T

Credit: 4

Course Outcome:

After completion of the course students will be able to –

1. Explain what a hospital is and its various components and its functions.
2. Define various departments of a hospital and how it works.
3. Why nursing service and patient data storage are very important for a hospital.
4. Define about the collective activities of all departments present in the hospital and ways for patient satisfaction.
5. Solution how to manage bio medical waste in a hospital.

Module	Topic	Hour
1.	An Overview of Clinical Industry, Health Care Process Service, Functions of Hospitals, Classification of Hospitals, Components of Hospital, Services in a Hospital.	10
2.	Clinical Laboratory, Diagnostic Radiology, Hospital Laundry, Central Sterilization and Supply Department(CSSD), Blood Bank : Blood Transfusion Centre and Blood Bank Safety and Security, Blood Transfusion Centre.	10
3.	Nursing Service Administration Unit, Day Care Services, Outpatient Services, Food Services Department, Medical Records Department.	10
4.	Bio-Medical Waste Management : Medical Waste –Concepts and Perceptions, BMW Management Goals ,Waste Treatment Process categories, Hazard Associated with Poor Hospital Waste Management, Survey of BMW, Types of Costs involved in BMW, Waste Team Training, Record Keeping at the Level of Waste Manager,	10

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	BMW (Management & Handing) Rules 1998	
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- **Suggested Readings:**

- Syed Amin Tabish - Hospital and health administration Principles and Practice (OXFORD UNIVERSITY PRESS, YNCA Library Building, Jai Singh Road New Delhi -110 001)
- GD Kunders - Hospital Facilities Planning and Management - Publisher: JAYPEE BROTHERS, Medical Publishers (P) LTD, New Delhi
- Syed Amin Tabish - Hospital and Nursing Homes Planning, Organisations & Management Publisher: Jaypee Brothers Medical Publishers (P) LTD New Delhi
- Shakti Kumar Gaa, Sunil Kant, R. Chandrashekhar, Sidhartha Satpathy - Modern Trends in Planning and Designing of Hospitals: Principles and Practice (Jaypee Brothers Medical Publishers (P) LTD, New Delhi).
- Purnima Sharma - Step by Step Hospital Designing and Planning (with Photo): (Jaypee)
- Shakti Kumar Gupta and Sunil Kant - Modern Trends in Planning and Designing of Hospitals: (Jaypee)

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Paper: Materials Management

Code: MBA-HA-202

Contacts Hours / Week: 3L

CREDIT: 3

Course Outcome:

After completion of the course students will be able to –

1. Theory on basic material/inventory management.
2. Elaborate discussion on how a hospital makes purchase decision.
3. Develop the knowledge on quality control.
4. Build knowledge on inventory planning and inventory control for an organization.
5. Analyze inventory data to take purchase decision.

Module	Topic	Hour
1	Materials Management: Need, scope and advantages: material forecasting (MRP, MPS, Aggregate Planning), Material Requirement Planning and Budgeting and controlling, Purchase Cycle, Logistics Principles, Components, Importance in Healthcare units, Logistics Supplies, Services and users.	5
2	Inventory Planning and Control: EOQ Models- without shortage, with price breaks, Effect of quantity discount, ABC, SDE and VED clarification, Inventory control. Scheduling: Gantt Chart, Johnson's Rule.	7
3	Purchase Management : Purchase policy, Procedures, Vendor Selection and Negotiation, Vendor Development and Evaluation, Make or Buy Decision, Legal aspects of purchasing, An overview of law of contracts Sales of Goods Act, Drug Control Act Highlighting the general features of the Acts(No clause by clause study) Principles of Storage and Stores Accounting- Types of Storage-Care and preservation of materials and equipment- Role of computers.	12

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4	Inspection and Quality Control: Types of criteria of Inspection, Statistical Quality Control, Control Charts. Contracts Administration- Model Contract for Different Service i.e. Laundry, Dietary, Dispensary, Security and Annual Services, Annual Maintenance Contract.	6
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Suggested Readings:

- Bedi- Production and Operations Management (2nd edition); Oxford University Press
- Butta, E S and Sarin; R K- Modern Production, Operations Management, John Wiley
- Gopalakrishnan and Sundaresan- Materials Management An Integrated Approach, TMH
- Mahadevan- Operations Management, Pearson Education Dutta- Materials Management; PHI
- Handbook of materials management : P. Gopalakrishnan (PHI learning)
- Handbook of Materials Management in Healthcare Industry : Vagvala Venkat Reddy (BS publication)

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Paper: Healthcare Quality Management

Code: MBA-HA-203

Contact Hours/Week: 3L+1T

Credits: 4

Course Outcome:

After completion of the course students will be able to –

1. Explain basic quality management concepts.
2. Build up vast knowledge on medical audit.
3. Importance of various performance review and quality circle.
4. Develop knowledge how quality management procedure is adopted in industry.
5. Adoption of different quality measurement techniques for maintaining patient satisfaction.

Module	Topic	Hour
I	Fundamental of Quality Management: Definition, Principles, Objectives, Constrains. Quality management programme : ISO 9001:2015 clause, Six Sigma Quality manual.	10
II	Performance review: Assessment, Methods, Techniques and tools in Quality Management. Quality assurance procedure: Demming's Principle, Juran's Trilogy, Kiazen, Philip Crosby's Principles. Quality circle: Definition, Objectives, Operation.	10
III	Medical Audit : NABL, NABH, JCI, BIS	20

Suggested Readings:

- Donna C.S Summers - Total Quality Management – (Pearson)
- R. Panneerselvam, P Sivasankaran - Total Quality Management – (PHI)
- D.R Kiran - Total Quality Management Key Concepts and Case Studies: (BSP)
- Poornima M. Charantimath - Total Quality Management- (Pearson)
- S. K. Joshi - Quality Management in Hospitals: (Jaypee)

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Paper: Hospital Planning

Code: MBA-HA-204

Contact Hours/Week: 3L+1T

Credits: 4

Course Outcome:

After completion of the course students will be able to –

1. Originate in dept knowledge on hospital equipment selection, purchase proposal and selection guidelines.
2. Discuss about hospital tendering procedure.
3. Formulate the manpower planning in a hospital.
4. Analyze various factors for hospital establishment.
5. Design a proper planning to evaluate the consumer behavior of a community.

Module	Topic	Hour
1	<p>Demand estimation procedure in a hospital.</p> <p>Strategies for Hospital equipment planning and procedure : Steps in equipment selection, Factors leading to poor utilization of equipments.</p> <p>Listing of common medical equipment used in hospital.</p> <p>Justification of purchase proposal.</p> <p>Purchase, Installation, commissioning of medical equipment: Tendering procedures, Procurement procedure, Vender development and rating, Method of payment, Letter of credit, Foreign currency payment, and Import documentation</p>	10
2	<p>Medical equipment maintenance: Codification and classification of equipments, Condemnation and disposal of scrap, Surplus and obsolete equipment. Placement of old equipment and buyback policy.</p> <p>Surveying the community: Area wise planning, Planning for general hospital Service, Determining the logical points for hospital location and determining the areaserved by them. Occupancy and bed ratios, determining the size and kind of</p>	10

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	hospital service.	
3	<p>Functional plan for hospital construction :</p> <p>Principles of planning, Regionalization, hospital planning team, planning process, Size of the hospital-site selection, Hospital architect, architect report, interiors & graphics construction & commissioning, Planning for preventing injuries, electrical safety.</p> <p>Technical analysis : Assessment of the demand and need for hospital services, Factors influencing hospital utilization, Bed Planning, Land requirements, Project cost, space requirements, preparing project report.</p>	10
4	<p>Functional Hospital organisation: Consideration for Hospital code of ethics, Medical ethics, Basic hospital accreditation.</p> <p>Positioning of services: Positioning of clinical laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, mortuary services and others.</p> <p>Manpower planning: Manpower planning requirement for a 50 bedded hospital and teaching hospital (300 bedded).</p>	10

Suggested Reading

- Kunders G.D., Gopinath S., and Katakama a., Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi, 1999.
- Ritesh Mishra, Hitesh Mishra - Management of Hospital: (Notion Press Media Pvt Ltd)
- BM Sakarkar - Textbook of Hospital Management :- (JPB)
- B. M. Sakharkar - Principles of Hospital Administration and Planning: (Jaypee)
- Purnima Sharma - Step by Step Hospital Designing and Planning (with Photo) (Jaypee)
- Shakti Kumar Gupta and Sunil Kant - Modern Trends in Planning and Designing of Hospitals: (Jaypee)

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Paper: Healthcare Management Information Systems

Code: MBA-HA-205

Contacts Hours/Week: 3L

Credits: 3

Course Outcome:

After completion of the course students will be able to –

1. Develop employability skills and a commitment to professionalism by learning basic and important computer applications.
2. Maximize knowledge on variety of advanced spreadsheet, operating system and word processing functions.
3. Solve a range of problems using office productivity applications and adapt to new software releases.
4. Assess quality assurance through critically evaluating procedures and results by applying office productivity applications.
5. Apply IT in hospital premises.

Module	Topic	Hour
1.	<p>E-commerce/E-business: Overview, Definitions, Advantages & Disadvantages of E-commerce.</p> <p>Decision Support System (DSS): Definition, Relationship with MIS, Evolution of DSS, Characteristics, Classification, Objectives, Components, Applications of DSS.</p> <p>Basics of Commercial Software like SAP, Oracle Apps, BAAN.</p>	10
2.	<p>Database Management System (DBMS): What is a DBMS, Need for using DBMS. Concept of tables, records, attributes. SQL.</p> <p>Outsourcing : Concept of BPO, KPO, Data Warehousing and Data Mining, Concepts of Data warehousing, data mart, meta data, multidimensional modelling, Online Analytical Process (OLAP), Online Transaction Processing (OLTP)</p>	10
3.	<p>Hospital Information system: Introduction, Benefits of Hospital Information system.</p> <p>Medical Records Department: Introduction, Purpose, Organization, Staffing, Medical Record forms, Functioning of MRD, ICD</p>	10

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	10,Telemedicine,Storage of medical records, Electronic health record. Medical Audit: Definition, Importance, Methodology.	
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Suggested Readings:

- G.D Mogli - Medical Records organization and management (JAYPEE)
- Electronic Commerce- Technologies & Applications - Bharat, Bhaskar (TMH)
- Data Communication & Networking- Forouzan (TMH)
- S A Kelkar - Hospital Information Systems a Concise Study: (PHI)
- Reinhold Haux, Elske Ammenwerth, Alfred Winter, Birgit Brigl - Strategic Information Management in Hospitals an Introduction to Hospital Information Systems (Springer)
- Alfred Winter, Elske Ammenwerth, and R. Haux - Health Information Systems: Architectures and Strategies (Springer)

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Paper: Financial Management.

Code: MBA-HA-206

Contacts Hours /Week: 3L+1T

CREDITS: 4

Course Outcome:

After completion of the course students will be able to -

1. Develop the understanding on conceptual knowledge of financial accounting and impart their skills for recording various kinds of business transactions from the very basics to a level of sole proprietorship business, partnership business to the level of company accounts.
2. Inspect various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.
3. Perceive important things in managerial accounting.
4. Experiment with various cost and costing methods.
5. Explain how to manage wealth.

Module	Topic	Hour
1	<p>Basic accounting and recording of business transaction: Golden Rule, Classification of accounts, Trial Balance, introduction to GAAP, Journal,Ledger, Introduction to Accounting standards.</p> <p>Profit & loss Accounts & Balance Sheet: Methods of Accounting-Cash Basis and Accrual Basis of Accounting.</p> <p>Basics of Financial Management: Introduction, Objective, Profit vs. Goal Maximization, Role of finance manager.</p>	10
2	<p>Cash Flow & Fund Flow Statement : Preparation of Cash Flow Statement and Fund Flow Statement, AS -3</p> <p>Financial Statement Analysis: Financial Ratios and their implications.</p> <p>Elements of cost and costing methods: Introduction to different methods of costing, Introduction to different</p>	10

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	elements of cost.	
3	<p>Hospital rate setting: CVP Analysis, Marginal costing.</p> <p>Cost control and cost reduction: Identification of cost and profit centre, ZBB, Identification of Variances, Introduction to Activity Based Costing.</p> <p>Budgeting: Cash budgeting, Revenue and capital budgeting, Meaning of budget and budgetary control.</p>	10
4	<p>Managerial Accounting :</p> <p>Managerial Accounting – an overview,</p> <p>Working capital – concept of operating cycle, types of working capital and their sources of fund.</p> <p>Nature, scope and purpose of managerial accounting – some tools and techniques of managerial accounting, responsibility, accounting, target costing.</p> <p>Receivable management- tool for imposing control, collection experience matrix, ageing schedule.</p>	10

Suggested Readings:

- Vashisht & Saxena - Management accounting- (Vikash)
- Basu & Das - Basics of Accounting
- I.M. Pandey - Financial Management (Vikash)
- S.N. Maheswari - Financial Management
- Khan & Jain - Management Accounting (TMH)
- Prasanna Chandra Financial Management (McGraw hill publication)

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Sessional

MBA-HA-281

Credits: 2

Minor Project

Placement in various types of Hospitals across India in departments like Patient services, Support services & Administration. The students are expected to find the following information pertaining to the department placed in –

- Layout & design
- Functioning
- Staffing
- Standard Operating Procedures (SOP)
- Records & documentation
- Interaction with other departments
- Management issues & challenges