

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.

3rd Semester

Paper: Hospital Services Management - II

Code: MBA-HA-301

Contacts Hours/Week: 3L

Credits: 3

Course Outcome:

After completion of the course students will be able to –

1. Elaborate how to optimize and digitize all the processes within the hospitals.
2. Adopt strategy to improve customer service, reduce process costs.
3. Define different departments exist in a hospital, structure, workflow etc.
4. How much the organizational hierarchy is important to manage the departments properly using the administrative point of view.
5. Understand about the different levels of services present in the hospital that make a hospital run smoothly, from environmental services, equipment distribution and linens facilities and many more.

Module	Topic	Hour
1	Utility services: Functions, location, physical facilities, design & space requirement, staffing, equipments of the following departments - Housekeeping, Financial administration, Laundry, Dietary service Management of equipments.	10
2	Support services : Functions, location, physical facilities, design & space requirement, staffing, equipments of the following departments – Ward Management, Hospital infection control, Hospital pharmacy and drug management, Diagnostic and therapeutic. CSSD.	10

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3	Clinical services : Functions, location, physical facilities, design & space requirement, staffing, equipments of the following departments – Outpatient department, Emergency department, Operation Theatre, Intensive Care Unit (General And Specialized) Transplantation Unit,	10
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Recommended Book:-

- SL Goyal - Hospital Management- (McGibony)
- 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)

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Paper: Health Insurance

Code: MBA-HA-302

Contact Hours/Week: 3L

Credits: 3

Course Outcome:

After completion of the course students will be able to –

1. Build knowledge about the Health Insurance in Private Health Sector.
2. Analyze Different kinds of Health Insurance Policies.
3. Demonstrate GOI & State Govt. Policy in implementation of Health insurance.
4. Evaluate Hospitals, TPA, Insurance Company, relationship and Problems.
5. Importance of IRDA guidelines to regulate Insurance sector.

Module	Topics	Hour
1	Concept of Risk Coverage And Insurance, Life And Non- Life Insurance. Proposal form in insurance. Health Care System & Role Of Health Insurance in India.	10
2	Definition, types, importance, Inception of Health Insurance in India. Health Insurance Companies in India and Policies, Definition, function, importance of Third Party Administration (TPA), The New Players in Health Insurance Sector.	10

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3	Agreement of Insurance, Concept Of Indemnity. IRDA : Roles, functions, control Factors Influencing Premium For health insurance Policies : Hospital and role of health insurance companies for the sick who are insured, Coverage of health risk in foreign countries for those who are insured in India, Health insurance portability.	10
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Suggested Readings:

- Sen & Mitra - Commercial Laws- (The World Press Pvt. Ltd.)
- IRDA Regulation- New Delhi

- Michelle A. Green - Understanding Health Insurance: A Guide to Billing and Reimbursement 2021 Edition:
- Patukale Kshitiji - Medclaim and Health Insurance (Prabhat Prakashan)
- Mahendran T. - Health Insurance Sector in India: (Abhijeet Publications)
- Peter Kongstvedt - Health Insurance and Managed Care: (Johns and Barnett learning)

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Paper: Legal aspect of Health

Code: MBA-HA-303

Credits: 3

Course Outcome:

After completion of the course students will be able to –

1. Define the basic commercial and medical law that are relevant to hospitals and medical profession.
2. Maximize students knowledge with terminologies frequently used in employment laws.
3. Explain the legal implication, which may result to loss of reputation and penalty.
4. Apply law in order to defend the hospital against any summon.
5. How termination act is beneficial for the society.

Module	Topic	Hour
1.	Medico-Legal problems in relation to health administration: Duties and Responsibilities of Doctors, professional negligence, professional confidentiality and privileged Communication. General Law of Consent: Definition of Consent, Types of consent. Essentials of a contract-Offer and acceptance-Capacity of Parties-Free Consent-Consideration-Legality of object-void and voidable.	10
2.	Consumers Protection Act: Introduction, Definition. Consumer Protection Council & Forums, Consumer Disputes Redressal Agencies, Application of C.P Act in Hospital, various consumer courts and their jurisdiction. Organ transplantation Act: Salient features.	10

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3.	<p>Medical jurisdiction:</p> <p>Laws in relation to medical practice, Donation of organ Act, Donation of bodies .</p> <p>Role of Professional misconduct disciplinary committee such as IMA, IMC.</p> <p>Code of medical ethics, unethical practices, euthanasia.</p> <p>Importance of Medical jurisprudence overview of law and medical profession.</p> <p>W.B Clinical Establishment Act</p> <p>PNDT act, MTP act: Introduction, definition, Objectives, salient features.</p> <p>Epidemic disease act 2020,</p> <p>Clinical trial: Administrative areas of clinical trial in hospital.</p>	10
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Suggested Readings:

- Sen & Mitra - Commercial and Industrial Laws (World press private)
- N.D.Kapoor – Elements of Industrial Laws (Sultan chand and sons)
- R.K.Bag - Law of Medical Negligence and Compensation (Eastern law house)
- K.D.Gaur - Laws for Torts and consumer protection law (Central law agency)
- Y Venkateshwara Rao - Law Relating to Medical Negligence (Asia Law house)
- Bhatt H J - Law The Doctor Must Know(CBS)

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Paper: Operations Research

Code: MBA-HA-304

Contact Hours/Week: 3L

Credits: 3

Course Outcome:

After completion of the course students will be able to –

1. Define what is OR and its application.
2. Explain theories of linear programming, queuing theory, network models etc.
3. Propose skills to analyze the data.
4. Understand various theories related to Operations research.
5. Evaluate hypothesis to check its reliability.

Module	Topic	Hour
1	<p>Evaluation of O.R- Definition – Evaluation of O.R – Techniques of O.R -Limitation of O.R</p> <p>Linear programming – Introduction, Linear Programming Problem Mathematical Formulation of the problem, Graphical solution method.</p> <p>Decision Tree Analysis – Introduction, decision marketing problems, decision making process, decision making environment, decision underuncertainty, decision under risk, decision tree analysis.</p>	10
2	<p>Queuing Theory – Introduction, queuing system, Elements of Queuing system operating characteristics of Queuing system, Introduction to probabilistic Queuing system and probability distributions in Queuing system.</p> <p>Network Models- PERT-CPM- Advantages, limitations, differences,resource allocation.</p>	10
3	<p>Transformation Problem-N-W Corner Rule, Matrix, Minimax, VAM,MODI.</p> <p>Assignment problem- Hungarian Method.</p>	10

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	Decision Theory – Under uncertainty, certainty, under risk	
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Suggested reading:

- Kinta Swarup, P.K. Gupta, Man Mohan- Operation Research (Sultan chand)
- Hamdy Taha - Operation Research (PHI)
- V.K. Kapoor - Operation Research (Sultan Chand and Sons)
- Hiller & Liberman - Operation Research (TMH)
- D. S. Hira and Prem Kumar Gupta - Operations Research (Sultan chand)
- J.K Sharma- Operations Research (3 Edition): Theory and Applications (Macmillan India)

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Paper: Human Resource Management

Code: MBA-HA-305

Contact Hours/Week: 3L + 1T

Credits: 4

Course Outcome:

After completion of the course students will be able to –

1. Explain various aspects of relations between employer and employee.
2. Demonstrate how to manage the relations as a going concern.
3. Illustrate various issues of HRM in business organization.
4. Elaborate the practice being followed in industries and efficacy of those practices.
5. Apply management theories in HR domain to get desired result.

Module	Topic	Hour
1	<p>HRM: Definition, concept, objectives, characteristics. Role, qualities of HR manager.</p> <p>Human resource planning: Human resource planning, need, benefits, process of human resource planning, Manpower Inventory, Succession Planning.</p> <p>Job Analysis, technique of Job Analysis data, job description, job rotation and job enrichment.</p> <p>Recruitment and Selection: Process, Sources of Recruitment, Constraints and challenges in recruitment.</p> <p>Methods of selection, Interviewing Method, Skills and Errors</p>	10
2	<p>Human Resource Information System (HRIS): An overview.</p> <p>Human Resource Development: Objective.</p> <p>Training and Development: Identification of training needs, Determination of training objectives: Training programme design ,Training methods and training Evolution, development programs.</p>	10
3	<p>Performance Appraisal: The performance appraisal system,</p>	8

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	<p>Performance Appraisal methods.</p> <p>Compensation Management :</p> <p>Concepts of Wages, components of Wage, System of Wage payment, Fixation of Wages,Regulations of Wage.</p> <p>Fringe Benefits : definition, Objectives, Types of Fringe benefits, Individual Group, Monestic and non monestic benefits</p> <p>Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, ProductionSharing plan, terminal benefits.</p>	
4	<p>Industrial Relations: Concept, Approaches to IR, Parties to IR, System and objectives to IR.</p> <p>Trade Unionism in India: Origin, Growth, overview.</p> <p>Few important definitions related to IR: Domestic enquiry, Lookout, dismissal etc.</p>	12

Suggested readings:

- S.S Khanka- Human Resource Management(Suntan Chand)
- Garry Desler,Biju Varrkey- Human Resource Management Sixteenth Edition (Pearson)
- VS Rao- Human Resource Management(Taxmann)
- Dr. F. C. Sharma - Human Resource Management(SBPD Publications)
- Dipak Kumar Bhattacharyya - HR Analytics(Sage publications)
- Personnel and Human Resource Management
- Book by P. Subba Rao- Personnel and Human Resource Management(Himalaya publishing)

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Paper: Marketing & Strategic Management.

Code: MBA-HA-306

Contact Hours/Week: 3L + 1T

Credits: 4

Course Outcome:

After completion of the course students will be able to –

1. Important fundamental marketing concepts, theories, and principles in areas of marketing.
2. Illustrate the marketing environment.
3. Assess marketing process for different types of products and services.
4. Demonstrate the tools used by marketing managers for making decisions under various situations.
5. How marketing theories benefit companies to surge.

Module	Topic	Hour
1	<p>Overview of Marketing Management- core concepts, Marketing Environment and Marketing Information System, Consumer Buying Behaviour and Business Buying Behaviour, Segmentation, Targeting and Positioning, Marketing Mix.</p> <p>Consumer Behavior- Meaning, Determinants- Cultural, Social, Personal, Psychological.</p> <p>Industrial Buying Behavior-Meaning, Characteristics; Differences Between Consumer Buying and Industrial Buying Behavior.</p> <p>Market Segmentation Targeting & Positioning (STP) - Meaning, Benefits of Market Segmentation, Basis of Segmentation; Target Market;</p> <p>Branding- Definition, Importance, Branding Strategy; Packaging.</p>	10
2	<p>Concepts of Products, Product Mix, Product Line, Product Width, Depth; Product Life Cycle Meaning and Stages,</p>	10

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	<p>Strategies Involved in PLC Stages, New Product Development-Steps.</p> <p>Pricing- Meaning, Importance of Price in the Marketing Mix, Objectives and Methods of Pricing, Factors Affecting Price of a Product/Service, Discounts and Rebates.</p> <p>Promotion – Elements of Promotion Mix Advertising Media – Their Relative Merits and Limitations; Characteristics of an Effective Advertisement.</p> <p>Distribution Channel- Meaning, Types of Distribution Channel- Direct & Indirect. Role of Intermediaries and Distribution Channel Management. Introduction to Integrated Marketing Communication: Wholesaling. Retailing.</p>	
3	<p>Introduction - Business Policy as a field of Study, General Management Point of View, Strategic Management Overview, Strategy Formulation - Vision, Mission, Objectives, Strategies, Policies.</p> <p>Tools and Techniques: Strategic Environmental Analysis - SWOT, TOWS, SAP, ETOP, Internal Factor Analysis Summary - IFAS, EFAS, Value Chain Analysis, Tools for Strategic Management - BCG, GE, comparative Cost etc.</p> <p>Strategic Choice - Generic Strategies, Ansoff Strategies, Other growth strategies, Strategy Implementation, Evaluation and Control.</p> <p>Diversification - Methods, Mergers & Acquisitions.</p>	10
4	<p>Digital marketing in Indian hospital: Types, Importance, impact of digital marketing on hospital marketing.</p> <p>Medical Tourism in India.</p>	10

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- Philip Kotler: Marketing Management-Analysis, Planning, Implementation & Control (Prentice Hall of India).
- Philip Kotler & Kevin Lane Keller: Marketing Management (Prentice Hall of India).
- V. S. Ramaswamy and S. Namakumari: Marketing Management: Indian Context Global Perspective
- AzharKazmi , Adela Kazmi: Strategic Management: Fifth Edition, Tata McGraw Hill.
- M. E. Porter: Competitive Strategy; Free Press, New York
- F. David & F. David: Strategic Management, Pearson.

Sessional

MBA-HA-381

Credit: 4

Major Project

Two months issue based Case work, can be done either in community or at any Healthcare institution. Expected key learning will be –

- Relevance of topic/problem chosen.
- Language composition & comprehension.
- Presentation of facts and narration style.
- Logical sequencing of the paragraphs.
- Exhibits, Illustrations & References.
- Aptness of questions.
- Overall quality of the Case and its potentiality for publication in a refereed journal.