

**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)**

**THIRD SEMESTER**

**CLINICAL AND UTILITY SERVICE AREAS**

Paper code: MHA (N) 301	Total Hours-30	Credit-3
1. HOSPITAL PHARMACY AND DRUG MANAGEMENT		(3L)
2. HOUSEKEEPING		(2L)
3. MANAGEMENT OF EQUIPMENTS.		(3L)
4. FINANCIAL ADMINISTRATION		(2L)
5. MORTUARY		(3L)
6. WELFARE SERVICES		(2L)
7. WARD MANAGEMENT		(3L)
8. INTENSIVE CARE UNIT( GENERAL AND SPECIALISED)		(3L)
9. NUCLEAR MEDICINE DEPARTMENT		(2L)
10. PHYSICAL MEDICINE DEPARTMENT		(2L)
11. TRANSPLANTATION UNIT		(2L)
12. OPERATION THEATRE		(3L)

Recommended Book:-

1. Hospital Management NIHFW(Govt of India)Monographs- New delhi- 67
2. Hospital Management- SL Goyel
3. Hospital Management- McGibony

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**HEALTH INSURANCE**

Paper code- MHA (N) 302                      Total Hours-30                      Credit-3

1. CONCEPT OF RISK COVERAGE AND INSURANCE (4L)
2. LIFE AND NON- LIFE INSURANCE (4L)
3. HEALTH INSURANCE (4L)
  - 3.1 Type
  - 3.2 Operations
4. THIRD PARTY ADMINISTRATOR (4L)
  - 4.1 Functions
  - 4.2 Health Care System & Role Of Health Insurance
  - 4.3 Definition of Health Insurance
  - 4.4 Inception Of Health Insurance in India
  - 4.5 Health Insurance Companies and Policies
  - 4.6 Third Party Administration(TPA)
  - 4.7 The New Players in Health Insurance Sector
5. AGREEMENT OF INSURANCE, CONCEPT OF INDEMNITY (5L)
6. IRDA (6L)
  - 6.1 Roles
  - 6.2 Functions
  - 6.3 Control
7. PREMIUM AND FACTOR INFLUENCING PREMIUM FOR VARIOUS POLICIES (3L)
  - 7.1 Hospital and role of health insurance companies for the sick who are insured
  - 7.2 Coverage of health risk in foreign countries for those who are insured in India

Recommended books:- 1 Commercial Laws- Sen & Mitra

2. Commercial Laws- N.D Kapoor

3. IRDA Regulation- New Delhi

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**LEGAL ASPECTS OF HEALTH**

Paper code – MHA (N) 303

Credit-3

Total Hours-30

1. Medico-Loyal problems in relation to health administration :- Duties and Responsibilities of Doctors-professional negligence-professional confidentiality and privileged Communication-Consent-Implied Consent and Expressed Consent.
2. General Law of Consent :- Essentials of a contract-Offer and acceptance-Capacity of Parties-Free Consent-Consideration-Legality of object-void and voidable.
3. 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.
4. Law of torts:- meaning – essential conditions of liability in Tort-nature and importance of law of Torts-Principles of common law.
5. Medical jurisdiction-
  - Laws in relation to medical practice, clinical establishment act. Donation of organs Act, Donation of bodies
  - Professional misconduct disciplinary committee, warning notice , penal procedures, role of professional bodies such as IMA,IMC
  - Code of medical ethics, unethical practices, euthanasia
  - Importance of Medical jurisprudence overview of law and medical profession
6. W.B.Clinical Establishment Rules 2000-Objectives-definition-salient features and requirements
7. Organ transplantation Act-Objectives-definition-salient features
8. PNDDT act-Introduction-Objectives-definition-salient features

**Suggested Books**

1. Commercial and Industrial Laws-Sen&Mitra
2. Industrial Laws-N.D.Kapoor
3. Laws relating to Medical Professional in India- R.K.Bag
4. Laws for Torts- K.D.Gaur

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**OPERATIONAL RESEARCH**

Paper code – MHA (N) 304

Credit-3

Total Hours-30

1. Evaluation of O.R- Definition – Evaluation of O.R – Techniques of O.R - Limitation of O.R
2. Linear programming – Introduction, Linear Programming Problem Mathematical Formulation of the problem, Graphical solution method
3. Decision Tree Analysis – Introduction, decision marketing problems, decision making process, decision making environment, decision under uncertainty, decision under risk, decision tree analysis.
4. 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.
5. Network Models- PERT-CPM- Advantages, limitations, differences, resource allocation.
6. Transformation Problem-N-W Corner Rule, Matrix, Minimax, VAM, MODI.
7. Assignment problem- Hungarian Method
8. Decision Theory – Under uncertainty, certainty, under risk

**Suggested Books :**

1. Operation Research – Kanti Swarup, P.K. Gupta
2. Operation Research – Handy A Taha (PHI)
3. Operation Research – V.K. Kapoor( Sultan Chand and Sons)
4. Operation Research – Hiller & Liberman (TMH)

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**HUMAN RESOURCE MANAGEMENT & INDUSTRIAL RELATIONS**

Paper Code-MHA-305

Total Hours-40

Credit-4

**HUMAN RESOURCE MANAGEMENT**

1. Definition, concept, objectives, characteristics and qualities of HR Manager – comparison with personnel management – system approach to personnel management, Role of HR managers. Role of HRM in hospital. 2L

2. Procurement of Human Resource: 8L

2.1 Human resource planning, need, benefits, process of human resource planning – Manpower Inventory – Succession Planning.

2.2 – Job Diagnostic Survey - Job Analysis – technique of Job Analysis data – job description, job specification, job design, job rotation and job enrichment, Minnesota Job Description Rewards – role analysis.

2.3 Recruitment and Selection: Process, Sources of Recruitment, Constraints and challenges in recruitment. Methods of selection, Interviewing Method, Skills and Errors

2.4 Human Resource Information System (HRIS)

2.5 Career Planning – Roe's theory of career planning – career planning individual and organizational perspective.

3. Human Resource Development : 7L

3.1 HRD, concept, meaning, philosophy, nature, need HRD, climate, goals, competencies, functions, areas.

3.2 Training and Development : Conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives: Training programme design; Training methods and their selection criteria: Evolution and follow up training.

3.3 Development Programs

4. Performance Appraisal.

4.1 The performance appraisal system – Performance Appraisal methods – Errors and Biases in Performance Appraisal – Reducing biases/errors – Features of an effective system – Performance Counselling.

4.2 Manpower Audit – process, modules and limitations.

5. Compensation Management. 3L

5.1 Concepts of Wages, components of Wage, System of Wage payment, Fixation of Wages, Regulations of Wage.

5.2 Fringe Benefits - definition, Objectives, Types of Fringe benefits, Individual Group

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Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production Sharing plan.

5.3 Retirement Benefit – Incentives and retirement plans: Basic Pay, Provisions for Dearness allowance –

**INDUSTRIAL RELATIONS:**

6.1 Concept, Approaches to IR, Parties to IR, System and objectives to IR (6L)

6.2 Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions (6 L)

6.3 Industrial Disputes: Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery), Strikes and Lock outs – Legality and regulatory provisions. (8L)

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**MARKETING & STRATEGIC MANAGEMENT**

Code MHA (N) 306

Credit – 4

Total Hours – 40

To understand the role of marketing in healthcare industry, its importance is quality management and organization development.

- |   |    |
|---|----|
| 1) Basic concept of Marketing   | 2L |
| i. Need, want, demand   |    |
| 2) Definition of service  | 3L |
| i. Definition of service  |    |
| ii. Distinctive nature of service Management  |    |
| iii. Characteristics of Services  |    |
| iv. Services Marketing (3 P' s of services)   |    |
| v. Service quality dimension – Assurance, Responsiveness, Empathy, Reliability  |    |
| vi. Zone of Tolerance   |    |
| 3) Marketing Segmentation   | 3L |
| i. Bases of segmentation  |    |
| ii. STP concept   |    |
| iii. Developing a positioning strategy with example of hospitals with various packages of operations                      |    |
| 4) Consumer behavior in services  | 4L |
| i. Factors influencing consumer behavior  |    |
| ii. Service expectation   |    |
| iii. Service perception   |    |
| iv. Consumer purchase evaluation  |    |
| v. Post purchase evaluation   |    |
| vi. Dissonance  |    |
| vii. Handling of patient and publicity management   |    |
| 5) Promotion  | 4L |
| i. Definition and need for internal marketing   |    |
| ii. Marketing communication for health care services, Promotion Mix   |    |
| iii. Word of mouth communication  |    |
| iv. Promotional methods in service sector – Medical camp, conferences, website development, image building programme etc. |    |
| 6) Pricing of healthcare services   | 4L |
| i. Definition of price, cost, value   |    |
| ii. Factors to be considered for pricing of services  |    |
| iii. Pricing objectives – Profit oriented, marketing skimming, market penetration   |    |
| iv. Pricing strategies  |    |

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|---|----|
| 7) Marketing strategy – evaluation and control                    | 2L |
| 8) Overview on Marketing Research                                 | 2L |
| 9) Service Marketing with emphasis on hospital and medical sector | 3L |
| 10) Customer relationship management                              | 3L |
| i. Definition   |    |
| ii. Management and relationship marketing                         |    |
| iii. Customer retention ( relation to hospitals)                  |    |

**Strategic Management**

10 L

1. Strategic management – an overview
2. Environmental scanning
  - i. SWOT Analysis,
  - ii. PEST Analysis
  - iii. EJOP
  - iv. External Environment Analysis ( Economic, Legal, Government, Political, Social, Geographic, Technical)
  - v. Internal Environment Analysis – Strategic Advantage Factors ( Finance, Market production, HR, R & D, etc)
  - vi. BCG Matrix
3. Strategic planning
  - i. Corporate; Functional and Managerial Goal setting
  - ii. Positioning organization
  - iii. Models for resource Allocation ( I/O model, resource, based model Porter's five forces analysis & its implications
  - iv. Strategic entry, Strategic choice and strategic intent.
4. Formulating Strategies:
  - i. Corporate, Administrative/Executive and operating levels (with diagram)



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- ii. Grand strategies (Survival, Growth,(Details), Retreatment, Combination And Turn Around)
- iii. Strategic actions - Mergers, De-Merger, Acquisition, Joint Ventures
- iv. Developing Functional Strategies – Production/Operations, finance, Market, HR, Materials, R & D

5. Implementation of Strategies:

- i. Structural implementation,
- ii. Functional Implementation.

6. Strategic Evolution And Control :

- i. Need and Problems
- ii. Criteria for Evaluation ( Qualitative/Quantitative)

**Suggested Books:-**

1. Marketing Management	P. Kotler	PHI
2. Marketing Research	Hair & Bush	TMH
3. Service Marketing	Zeithmal	TMH
4. Services Management	Fitzmmons	TMH
5. Consumer Behavior	Schiffman&Kanukpearson	
6. Advertising	Belch & Belch	TMH

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**Practical**

**MHA (N) – 391**

**CASE WORK**

4 credits

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

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