MASTERS OF
BUSINESS ADMINISTRATION

(Hospital Administration and Health Care Management)

Rules-Regulations & Curriculum

(Session 2025-27)

VENKTESHWAR INSTITUTE OF MANAGEMENT STUDIES, UDAIPUR
(A Constituent Unit of Sai Tirupati University, Udaipur)

VISION

To emerge as a leading institution in the field of management studies, recognized for academic excellence, global perspective, and value-based education. We aim to produce competent and responsible professionals who can lead and innovate across diverse corporate sectors.

MISSION

VIMS is committed to deliver quality education that empowers students to excel in the fields of management and business administration. Our mission states:

- To Provide a globally relevant and industry-aligned curriculum.
- To Promote leadership, entrepreneurship, and strategic thinking.
- To Encourage innovation, research, and experiential learning.
- To Instill ethical business practices and social responsibility.
- To Ensure a supportive and inclusive learning environment for holistic development.

MBA (HOSPITAL ADMINISTRATION AND HEALTH CARE MANAGEMENT)

PROGRAM OUTCOMES

PO1: Demonstrate leadership and managerial skills to effectively lead and manage multidisciplinary teams in healthcare organizations.

PO2: Apply strategic planning and operational management techniques to improve efficiency, quality, and overall performance of hospitals and healthcare institutions.

PO3: Plan, direct, and coordinate healthcare services with an understanding of hospital operations, clinical workflows, and patient care systems.

PO4: Analyze healthcare financing models, budgeting processes, and resource allocation to support sustainable healthcare delivery.

PO5: Understand and apply healthcare policies, regulations, and advocacy strategies to influence healthcare outcomes at organizational and system levels.

PO6: Utilize quality management tools, healthcare data analytics, and performance indicators to enhance patient safety and service excellence.

PO7: Implement innovative healthcare practices and technology-driven solutions to improve service delivery and operational effectiveness.

PO8: Demonstrate effective communication, teamwork, and collaboration skills to interact with healthcare professionals, patients, regulators, and other stakeholders.

PO9: Apply legal and ethical principles in healthcare administration to ensure compliance, accountability, and ethical decision-making.

PO10: Employ research methodology, data analysis, and program evaluation techniques to support evidence-based decision-making in healthcare management.

PROGRAM EDUCATIONAL OBJECTIVE(S)

PEO1:
Students will possess the knowledge and ability to apply current business, management, and financial principles, including theories and techniques, to the healthcare environment.

PEO2:
Students will demonstrate the ability to communicate clearly, professionally, and concisely within healthcare settings and emerge as effective leaders and change-makers in the medical field.

PEO3:
Students will develop a comprehensive understanding of healthcare issues, trends, and perspectives related to diversity such as aging populations, underserved communities, and health disparities, along with government healthcare policies.

PEO4:
Students will understand regulatory, legal, and ethical requirements and will be able to create compliant workplace environments while applying practices that improve patient safety and quality of care.

PEO5:
Students will acquire leadership and team-management skills required to manage multidisciplinary healthcare teams and complex hospital operations.

PEO6:
Students will gain the ability to plan, implement, and evaluate healthcare strategies that enhance organizational efficiency and patient-centered outcomes.

PEO7:
Students will develop analytical and decision-making skills using healthcare data, financial analysis, and performance metrics to support evidence-based management.

PEO8:
Students will be prepared to adopt and manage healthcare innovations, digital health technologies, and process improvements in hospital and healthcare systems.

PEO9:
Students will demonstrate ethical responsibility, social accountability, and commitment to sustainable healthcare practices in professional roles.

PEO10:
Students will engage in lifelong learning, professional development, and research-oriented activities to adapt to evolving healthcare systems and advance their careers.

PROGRAM SPECIFIC OUTCOME(S)

PSO1:
Students shall demonstrate a strong grasp of healthcare organizations, their structure, and functioning within the broader healthcare system and apply this knowledge to day-to-day healthcare operations including planning, budgeting, and resource allocation.

PSO2:
Students shall be proficient in working with multidisciplinary teams including physicians, nurses, paramedical staff, and administrators to achieve organizational goals through effective written and verbal communication.

PSO3:
Students shall understand and adhere to ethical principles of healthcare administration such as patient confidentiality, informed consent, equity, and respect for diversity, and advocate ethical decision-making.

PSO4:
Students shall be able to address public health issues, participate in community health initiatives, reduce health disparities, and promote preventive healthcare practices.

PSO5:
Students shall apply healthcare laws, regulations, accreditation standards, and compliance requirements in hospital and healthcare administration.

PSO6:
Students shall develop and implement quality management systems to enhance patient safety, service delivery, and clinical outcomes.

PSO7:
Students shall utilize healthcare information systems, hospital management software, and data analytics tools for operational efficiency and informed decision-making.

PSO8:
 Students shall manage healthcare finances including cost control, revenue cycle management, and financial sustainability of healthcare organizations.

PSO9:
Students shall plan and manage healthcare human resources including workforce planning, performance management, and employee engagement.

PSO10:
Students shall apply research methods, program evaluation techniques, and evidence-based practices to improve healthcare policies, programs, and organizational performance.

ADMISSION

For Regular MBA in Hospital Administration and Health Care Management require:

- Graduation in any stream with minimum 50% marks and relaxation for reserved category as per Government norms.
    For Executive MBA in Hospital Administration and Health Care Management require:
- Graduation in any stream with minimum 50% marks and relaxation for reserved category as per Government norms.
- Minimum work experience of 3 years.

DURATION OF COURSE:

The duration of the MBA (Hospital administration and health care management) will be of two years (Four Semesters)

The maximum duration for completion of the course is four years.

ATTENDANCE REQUIREMENT:

For Regular MBA (Hospital Administration and Health Care Management) require:
- Minimum Attendance of 75% is required in both theory and practical classes.

For Executive MBA (Hospital Administration and Health Care Management) require:
- Executive MBA students are full time professionals often in senior, demanding roles. Their schedules can involve travel, last minute work emergencies and a constant balancing act between work & studies.
- Thus, the core of such an MBA program is to acknowledge the professional realities of its participants and requires a more flexible approach to attendance.
- To support this program, college shall provide:
- Recorded Lectures
- Comprehensive readings and case material
- Peer notes and collaborative tools.

PATTERN OF EXAMINATION

- For Internal Examination, the maximum marks for each subject will be 30 marks & the minimum passing marks will be 12 marks. Two internal assessment papers will be conducted & the best of two scores will be considered for final internal marks.
- For External Examination, maximum marks criteria are 70 marks for each subject and minimum passing marks will be 28 marks in each subject.
- External exam paper will be divided into 3 Sections

  Section-A: It will contain 10 Questions of 1 mark each, selecting two questions from each unit. All the questions are compulsory to attend. (10X1=10)

  Section-B: It will contain 10 questions, two questions from each unit. Student is required to attend one question from each unit (5X6=30)

  Section-C: It will contain 4 Questions of which the student has to attend any two questions. (15X2=30)
- Examination will be conducted in written format for theory & Practical/Project exams will include submission, presentation, and viva-voce.
- Students must pass theory and practical separately in both internal and external exams.

Detailed Syllabus

MBA 1st Semester

S.No	Course Code	Course Name	Category	L	T	P	Credit	Theory IA	Theory EA	Total Marks
1	MBA 101	Financial Accounting	DCC	3	0	0	3	30	70	100
2	MBA 102	IT for Health Care Management - I	VAC	3	0	1	4	30	70	100
3	MBA 103A	Fundamentals of Health Care Management	AEEC	3	0	0	3	30	70	100
	MBA 103B	Healthcare Marketing Management								
	MBA 103C	Communication Skills for Healthcare Management								
4	MBA 104	Principles of Management	DCC	3	0	0	3	30	70	100
		Total		12	0	01	13			400

MBA 2nd Semester

S.No	Course Code	Course Name	Category	L	T	P	Credit	Theory		Total Marks
								IA	EA	
1	MBA 201	Hospital Operation	DCC	3	0	0	3	30	70	100
2	MBA 202A	Inventory Control and Purchase Management	AEEC	3	0	0	3	30	70	100
	MBA 202B	Warehouse Management								
	MBA 202C	Material & Medical Records Management								
3	MBA 203	IT for Health Care-II	VAC	3	0	1	4	30	70	100
4	MBA 204	Marketing Research and Management	DCC	3	0	0	3	30	70	100
5	MBA 205	Soft Skills for Hospitals	SEC	3	0	0	3	30	70	100
		Total		15	0	01	16			500

MBA 3rd Semester

S.No	Course Code	Course Name	Category	L	T	P	Credit	Theory		Total Marks
								IA	EA	
1	MBA 301	Epidemiology Concepts	DCC	3	0	0	3	30	70	100
2	MBA 302	Health Insurance & Medical Tourism	VAC	3	0	0	3	30	70	100
3	MBA 303	Hospital Information System-I	DCC	3	0	1	4	30	70	100
4	MBA 304A	Legal Aspect for Hospital Administration	AEEC	3	0	0	3	30	70	100
	MBA 304B	Legal Issue & Healthcare								
	MBA 304C	National Healthcare Programme & Policy								
		Total		12	0	01	13			400

MBA 4th Semester

S.No	Course Code	Course Name	Category	L	T	P	Credit	Theory		Total Marks
								IA	EA	
1	MBA 401	Anatomy, Physiology and Medical Terminology	DCC	3	0	0	3	30	70	100
2	MBA 402	Hospital InformationSystem-II	DCC	3	0	1	4	30	70	100
3	MBA 403	HRM for Hospital	AECC	3	0	0	3	30	70	100
4	MBA 404A	Pharmaceutical Management	AEEC	3	0	0	3	30	70	100
	MBA 404B	Bio Medical Waste Management & Infection Control								
	MBA 404C	Community Health Practice & Process								
5	MBA 405	Project Report & Viva Voce	DCC	0	0	0	6	-	-	200
		Total		12	0	01	19			600

First Semester

Financial Accounting (MBA101)

Course Objective:

The objective of this course is to develop a clear understanding of fundamental accounting concepts, principles, & practice. It aims to familiarize students with the accounting process, preparation of financial statements, & management accounting techniques.

Course Outcome:

After successful completion of the course student shall be able to:

1. Explain the nature, scope, functions, & limitation of accounting along with various accounting concepts & convection.
2. Prepare & interpret financial statements such as Trading, Profit & Loss Account & Balance sheet.
3. Record & Rectify accounting transaction through journal, ledger, trail balance & subsidiary books.
4. Analyse & Evaluate financial data using management accounting tools like ratio analysis, cash flow, & cost-volume profit analysis.
5. Apply accounting information for decision- making, budgeting & performance evaluation in a business environment

Unit 1:
Accounting: Nature, Scope, Functions and Limitations, Types of Accounting and Accounting System, Accounting Concepts and Conventions, Accounting Equation.

Unit 2:
Accounting Process: Journal and Ledger, Trial Balance, Rectification of Errors, Subsidiary Books; Capital and Revenue, Classification of Income, Receipts and Expenditure.

Unit 3:
Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments).

Unit 4:
Depreciation: Concept, Causes, Features, Objectives and Methods; Bank Reconciliation Statement, Bills of Exchange, Role of Computer in Accounting.

Unit 5:
Management Accounting: Nature & scope, Cost-Volume-Profit (CVP) Analysis, Cash Flow Analysis, Fund Flow Analysis, Ratio Analysis, Budgeting & Budgetary control.

Text/ Reference Books
1. *Rao N. S. & Heda B. L, Financial Accounting, Alka Publication, Ajmer.*
2. *Gupta R.L. & Radhaswarny M, Financial Accounting, Sultan Chand & Sons, New Delhi.*
3. *Shukia M.C., Grewal T.S., & Gupta S.C, Advanced Accounts, S. Chand & Co. New Delhi.*
4. *Sharma M. L, Financial Accounting, Ramesh Book Depot*

IT for Healthcare-I (MBA102A)

Course Objective:

To equip students with the knowledge of healthcare IT systems, including hospital information systems, electronics records, and management software. To provide efficient healthcare services through efficient and tech savvy knowledge of HIS software.

Course Outcome:

After successful completion of the course student shall be able to:

1. Explain the role & importance of computer application & technologies in healthcare & hospital administration.
2. Demonstrate the use of office application database, & spreadsheets for effective data processing & management
3. Understand & analysis the structure & functioning of Hospital Information System (HIS) & Medical Records Management
4. Evaluate the role of management information system & ERP modules in hospital & patient information management
5. Apply digital tools for maintaining, securing, & managing medical records, ensuring efficiency, & data accuracy in healthcare.

Unit I
ComputerApplicationsandTechnologiesinHealthcare.OfficeApplicationsWordprocessor,electronic spreadsheet, database management and presentation software programs.
Unit II
Database–Definition,terms,commonfunction,Basicdataprocessing,Databaseandspreadsheet operations. DatabaseManagementSystem–Introductiontodatabasemanagementsystem.
Unit III
Hospital Information System (HIS) , Electronic Medical Records, Personal Health Records, Tele-medicine.
Unit IV
Introduction to Management Information Systems (MIS), MIS role in Hospital and patient management, ERP system with all modules
Unit V
Importance of effective Health Information system, Digital maintenance of Medical Records and its importance.

Text/ Reference Books
1. *Peter Norton, An introduction to computers, Tata McGraw Hill*
2. *S. K. Basandra, Computers today, Galgolia Books*
3. *C. Xavier , Introduction to Computers, New Age publishers*

Healthcare Marketing Management (MBA102B)

Course Objective: To introduce students to the fundamental concepts and practices of health care marketing, including its scope, importance, and unique characteristics.To explore market segmentation, targeting, and positioning (STP) strategies specifically in the health care sector.

Course Outcome:
After successful completion of the course student shall be able to:
1. Analyse and apply health care marketing principles to real-world health services and understand the unique aspects of marketing in this sector.
2. Gain skills in identifying and targeting specific health care markets, positioning services effectively, and building a strong brand.
3. Develop the ability to design a comprehensive marketing mix, considering service features, pricing strategies, and distribution channels in health care.
4. Examine & understand the importance of marketing communication tools such as advertising, social media, and health education in promoting health services.
5. Equipped to assess emerging trends in health care marketing, including telemedicine and AI, and understand the significance of maintaining service quality and customer relationships.

Unit 1:

Introduction to Health Care Marketing,Scope of Health Care Marketing, Importance and Characteristics of Health Services, Differences between Traditional and Health Care Marketing, Marketing Environment in the Health Sector (Internal & External)

Unit 2:

Market Segmentation, Targeting & Positioning (STP), Basics of Market Segmentation in Health Care, Target Market Selection Strategies, Positioning of Health Services, Branding in Health Care, New Service Development and Innovation in Hospital

Unit 3:

Marketing Mix – Product, Price & Place, Product Planning: Service Features, Product Life Cycle, Health Care Product Strategies (Hospital Services, Clinics, Insurance Plans), Pricing Strategies in Health Services, Factors Affecting Pricing Decisions, Distribution Channels in Health Care

Unit 4:

Promotion and Marketing Communication, Promotional Mix: Advertising, Personal Selling, Public Relations, Sales Promotion, Digital Marketing and Social Media in Health Care, Designing Effective Health Campaigns, Health Education as a Marketing Tool, Ethical and Legal Aspects of Health Care Promotion

Unit 5:

Service Marketing, Customer Satisfaction & Emerging Trends, Characteristics of Services in Health Care, Managing Service Quality: SERVQUAL & GAP Model, Customer Relationship Management (CRM) in Health Care, Emerging Trends: Telemedicine, E-Health, AI in Health Care, Health Apps, Marketing in Crisis Situations (e.g., during pandemics)

Text/ Reference Books
1. *Eric N. Berkowitz,Essentials of Health Care Marketing,Jones & Bartlett Learning,2016.*
2. *Philip D. Cooper, Larry M. Robinson,Health Care Marketing Management,Aspen Systems Corporation.*
3. *P.A. Azees and B.V. Pillai,Health Insurance Marketing: Service Quality and Customer Satisfaction,Shandilya Publications.*

Communication skills for Healthcare Management (MBA102C)

Course Objective:

To explore the fundamental concepts and importance of communication in healthcare, including various communication models and their applications in medical settings.To analyze the dynamics of interpersonal communication, active listening, and empathy in patient care, and how these skills build rapport and trust.

Course Outcome:

After successful completion of the course student shall be able to:

1. Apply various communication models and strategies to enhance interaction with patients, colleagues, and other healthcare stakeholders.
2. Demonstrate advanced interpersonal communication skills, including active listening, empathy, and conflict resolution, to foster positive relationships with patients and healthcare teams.
3. Effectively communicate with diverse populations, ensuring cultural competence and addressing language barriers in providing patient-centered care.
4. Develop the ability to communicate effectively within multidisciplinary teams, manage crisis situations, and write professional healthcare reports and documents.
5. Execute strategic communication efforts, including healthcare marketing and public relations, while navigating the ethical and legal complexities of healthcare messaging.

Unit 1:
Introduction to Communication in Healthcare, Definition and Importance of Communication in Healthcare, Communication Models (Shannon-Weaver, Transactional Model), Types of Communication (Verbal, Non-verbal, Written), Barriers to Effective Communication in Healthcare, Communication Styles and Their Impact on Healthcare

Unit 2:
Interpersonal Communication in Healthcare, Active Listening and Empathy in Healthcare, Non-verbal Communication in Patient Care, Building Rapport and Trust with Patients and Staff, Conflict Resolution in Healthcare Settings, Managing Stress and Emotions in Healthcare Interactions

Unit 3:
Communication with Diverse Populations, Communication with Vulnerable Populations (Elderly, Children, Disabled), Cultural Sensitivity and Competence in Healthcare, Addressing Language Barriers in Healthcare, Patient-Centred Communication Strategies, Legal and Ethical Considerations in Healthcare Communication

Unit 4:
Organizational Communication in Healthcare Settings, Communication within Healthcare Teams (Multidisciplinary Teams), Communication in Crisis Situations (Emergency Care, Patient Emergencies), Management Communication and Leadership, Effective Use of Healthcare Technology in Communication, Writing Professional Healthcare Reports and Documents

Unit 5:
Strategic Communication and Healthcare Marketing, Strategic Communication Planning in Healthcare Management, Marketing and Branding in Healthcare, Public Relations and Media Communication in Healthcare, Communicating Healthcare Policies and Changes to Stakeholders, Ethical and Legal Issues in Healthcare Marketing and Communication

Text/ Reference Books
1. *Jane E. Harvey, Janine L. Tew, Communication in Healthcare: A Practical Guide for Professionals, Routledge, 2019*
2. *Carol M. Davis, Interpersonal Communication in Healthcare, Mosby, 2016*
3. *Freida S. Outlaw, Cultural Competence in Health Care: A Practical Guide, Springer, 2015*

Fundamentals of Health Care Management (MBA103)

Course Objective:

To provide students with a comprehensive understanding of the public healthcare system, hospital and operation management.To make students aware about medical record science, preparing them to effectively manage healthcare institutions.

Course Outcomes:

After successful completion of the course student shall be able to:

1. Evaluate the health problems faced by developed and developing nations, with an emphasis on the specific challenges in India.
2. Examine the structure and functioning of India's healthcare system, including the role of national health policies and health planning committees.
3. Demonstrate the ability to manage key hospital functions, including directing and controlling resources, to ensure efficient healthcare service delivery.
4. Identify key challenges in the management of Indian hospitals and suggest practical strategies for overcoming operational issues.
5. Demonstrate the ability to design and manage the flow of medical records, with an understanding of how computerization can improve record-keeping and reporting processes.

Unit 1:

Introduction to Public Health: Evolution of Public Health, Health problems of developed and developing countries, Health problems in India.

Unit 2:

Health Systems in India: Health planning in India including various committees and National Health Policy.Health Manpower, Primary Health care and concept, Alternative systems of medicine, like Ayurveda, Homeopathy, etc

Unit 3:

Introduction to Hospital Management: Hospital Planning, Organizing, Staffing, directing and controlling.

Unit 4:

Hospital Operation Management: Development of professional management of Indian Hospitals, Management of Indian Hospitals, challenges & strategies.

Unit 5:

Medical Record Science: Definition and types of medical record, Importance of medical record, Flow chart of function, Computerization of record and Report.

Text/ Reference Books
1. *Wolper L.F.,* Health Care Administration, Jones & Bartlett Publications
2. *Safian Shelley C,* Fundamentals of Health Care Administration, Pearson Publications

Principles of Management (MBA104)

Course Objective:

To equip students with foundation knowledge of management principles, including planning, organizing, staffing, directing, and controlling.To make students enlighten towards the insights from classical management thinkers to the modern management gurus.

Course Outcomes:

After successful completion of the course student shall be able to:

1. Develop a foundational understanding of the nature, scope, and significance of management in organizations.
2. Examine the evolution of management thought and contributions by key theorists such as F.W. Taylor and Henry Fayol.
3. Equip students with knowledge of essential management functions such as planning, organizing, staffing, directing, and controlling.
4. Foster analytical and decision-making skills through the study of planning processes, decision-making techniques, and control mechanisms.
5. Understand the structure and dynamics of organizations, including authority distribution, delegation, and the role of managers at various levels.

Unit 1:
Management: Nature, Scope Process and Significance; Management as an Art, Science and Profession; Management and Administration; Role and Skills of Managers; Levels of Management; Contribution of F. W. Taylor and Henry Fayol.

Unit 2:
Planning: Meaning and Importance, Planning Process, Making Planning Effective, Types of Plans; Decision Making: Concept, Nature, Types of Decision, Process and Techniques.

Unit 3:
Organizing: Nature, Process, Importance and Principles; Organizational Structure; Centralization and Decentralization, and Delegation of Authority.

Unit 4:
Staffing: Concept, Nature and Scope; Directing: Concept, Nature and Importance, Principles and Elements of Directing,

Unit 5:
Control: Nature, Process and Significance, Control Techniques

Text/ Reference Books
1. *Prasad L.M* , Principles of Management, Sultan Chand & Sons
2. *Gupta C.B*, Principles of Management, MKM Publishers Pvt. Ltd.
3. *Drucker Peter F*, Management Challenges for the 21st Century, Butterworth Heinemann, Oxford.

Second Semester
Hospital Operation (MBA201)

Course Objective:
To build a successful career in hospital operation management by leveraging strategic, administration, and clinical knowledge.To improve healthcare services delivery and patient care with efficient operation management techniques.

Course Outcome:
After successful completion of the course student shall be able to:

1. Understand, Compare and contrast hospital operations with other service and manufacturing organizations.
2. Evaluate & Assess the challenges involved in managing patient flow and service quality in outpatient units.
3. Examine the coordination of medical and surgical services, including operation theater management.
4. Understand the complexity and resource requirements of super-specialty services such as Cardiology, Neurology, Neurosurgery, Dialysis, and Transplantation.
5. Evaluate the contribution of the Medical Record Department to patient care, legal compliance, and information management.

Unit- I:
Overview Hospital operations management, role and decisions, Difference of hospital operations from other service and manufacturing organizations.

Unit – II:
Out Patient Services: Overview of the department, day care, accident and emergency services, physical medicine and rehabilitation, occupational therapy unit, physiotherapy department

Unit – III:
In Patient Services: Nursing service and ward management, critical care services – ICU, CCU, NICU, medical services, Surgical services – operation theater.

Unit – IV:
Specialty Services: Pediatrics, OBG & GYN, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia, Dental.
Super-specialty Services: Cardiology,Neurology, Neurosurgery, Dialysis Unit, Transplantation Services.

Unit – V:
Utility Services: Housekeeping, Hospital Engineering and Maintenance, Biomedical Department, Central Stores, Purchase Department and Medical Record Department.

Text/ Reference Books

1. *Hopp W.J. & Lovejoy W.S.: Hospital Operations: Principles of High Efficiency Health Care; Kindle Edition*
2. *Naik Praful Arunkant:Corporate Hospital Culture and Communication Skill; Jaypee Brothers Medical Publishers pvt. Ltd.*

Inventory Control and Purchase Management (MBA202)

Course Objective:

To develop expertise in hospital inventory and purchase management. To optimize healthcare resource utilization and ensure efficient supply chain operation in medical institutions & Familiarize students with hospital store operations and stock valuation methods such as FIFO and LIFO.

Course Outcome:

After successful completion of the course student shall be able to:

1. Describe the modern concept of materials management and its role in hospital efficiency.
2. Define the roles and responsibilities of the purchase department & Differentiate between centralized and decentralized purchasing systems.
3. Apply Inventory Management Principles in a Hospital Setting, & Identify various types of inventories used in healthcare (e.g., medical supplies, drugs, surgical items)
4. Analyze inventory-related costs including ordering, carrying, overstocking, and under-stocking costs.
5. Manage Hospital Store Operations and Stock Valuation & Apply stock valuation techniques such as LIFO (Last In, First Out) and FIFO (First In, First Out).

Unit – I:
Materials Management: Overview, the modern concept, scope and objective, special features of materials management applied to hospitals, Documents used in the material function.
Unit II:
Purchase Management: Function& responsibilities of purchase department, centralized and decentralized purchasing activities. Purchasing cycle,
Unit III:
Hospital Inventory Management: Definition,Requirement, utility &objectives of inventory control. Different types of hospital inventories.
Unit – IV:
Selective inventory controls: concept of selective inventory control, basis and use of different types of selective controls.
Costs associated with inventories – Ordering cost, carrying cost, over-stocking cost, under-stocking cost.
Unit – V:
Hospital Stores: Management of Hospital Stores, Organization, Objective, function, relevance and importance of store, Elements of good stores organization in hospitals, Stock valuation methods: LIFO & FIFO

Text/ Reference Books
1. *Menon and Kulkarni: Purchasing and Inventory Management; SPD publications*
2. *Dr. Chandra Bose: Inventory Management; PHI publications*

Warehouse Management (MBA202B)

Course Objective:

This course aims to provide students with an in-depth understanding of warehouse operations, inventory management, and the use of technology to optimize warehouse performance, Introducing the fundamental concepts and importance of warehouse management in supply chain operations.

Course Outcome:

After successful completion of the course student shall be able to:

1. Understand Warehouse Management Principles, Differentiate between various types of warehouses including distribution centers, cross-docking facilities, and public/private warehouses.
2. Implement inventory control techniques including FIFO, LIFO, JIT, EOQ, reorder points, safety stock, and stock rotation.
3. Analyze warehouse layout types (U-shaped, I-shaped, L-shaped) and the importance of aisles, storage, and receiving/dispatch zones.
4. Evaluate the use of automation, robotics, AS/RS, robots, drones, barcode, and RFID systems in warehouse operations.
5. Apply sustainability principles including energy efficiency, waste management, sustainable packaging, and green warehousing practices to warehouse operations.

Unit 1:
Introduction to Warehouse Management, Definition and importance of warehouse management, Key roles and functions of a warehouse, Warehouse Operations, Receiving, storing, picking, packing, and shipping, Warehouse layout and design, Types of Warehouses, Distribution centres, cross-docking, public, and private warehouses, Warehouse Management Systems

Unit 2:
Inventory Management and Control, Inventory Types and Classification, Raw materials, semi-finished goods, finished goods, ABC analysis, FIFO, LIFO, and JIT (Just-In-Time) systems, Inventory Control Techniques, Economic Order Quantity (EOQ), Reorder Points (ROP), Safety stock and stock rotation, Inventory Management Strategies,

Unit 3:
Warehouse Design and Layout, Principles of Warehouse Design, Factors affecting warehouse design, Flow of goods within the warehouse, Layout Types and Considerations, U-shaped, I-shaped, and L-shaped layouts, The role of aisles, storage areas, and receiving/dispatch zones, Material Handling Equipment (MHE)

Unit 4:
Technology in Warehouse Management, Warehouse Management Systems (WMS), Features and benefits of WMS, Implementation strategies and challenges, Automation and Robotics in Warehousing, Automated storage and retrieval systems (AS/RS), Robots and drones in warehousing operations, Barcode and RFID Systems,

Unit 5:
 Performance Management and Optimization,Cost Control and Budgeting, Managing operational costs in warehousing, Cost-benefit analysis of technological investments, Sustainability and Green Warehousing, Energy efficiency and waste management practices in warehouses, Sustainable packaging and recycling in logistics

Text/ Reference Books
1. *Gwynne Richards,Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse,Kogan Page,2017*
2. *James A. Tompkins & Jerry D. Smith, The Warehouse Management Handbook, Tompkins Press,2010*
3. *John Bartholdi & Steven Hackman,Warehouse & Distribution Science,Latest Open Access Version,2014*

Material & Medical Records Management((MBA202C)

Course Objective:

Explore hospital information systems, electronic records management, and guidelines related to data privacy and standard coding practices (ICD-10).Understand quality control, retention/disposal policies, and the role of the Medical Records Department (MRD) in medico-legal, insurance, and accreditation frameworks.

Course Outcome:

After successful completion of the course student shall be able to:

1. Demonstrate Knowledge of Healthcare Materials Management & Describe the role of the materials manager in vendor selection, codification, classification, tendering, and standardization of medical supplies
2. Apply Inventory and Store Management Techniques in Healthcare & Calculate safety stock and lead time, and implement efficient warehouse and stock verification practices.
3. Differentiate between manual and electronic medical records (EMR/EHR) & describe components of patient records and filing systems (alphabetical, numerical, terminal digit).
4. Implement digitization processes such as scanning, archiving, and cloud storage.
5. Implement quality indicators, audits, and retention policies for medical records,coordinate effectively with hospital departments and align MRD operations with NABH/JCI accreditation standards.

UNIT 1:
Fundamentals of Material Management in Healthcare, Introduction to Material Management**,** Objectives and Functions of Hospital Materials Management**,** Role of Materials Manager in Hospitals**,** Purchase Management: Vendor selection, tendering, negotiations**,** Codification, Classification, and Standardization of Materials

UNIT 2:
 Inventory and Store Management**,** Types of Inventories in Healthcare: Consumables, drugs, instruments, Inventory Control Techniques: ABC, VED, FSN, HML, SDE analysis, EOQ (Economic Order Quantity), Lead Time, Safety Stock, Storage Conditions and Warehouse Management, Issues, Receipts, and Stock Verification

UNIT 3:
 Introduction to Medical Records Management, Definition and Importance of Medical Records, Types of Medical Records: Manual vs. Electronic (EHR/EMR), Structure and Components of Patient Records, Filing Systems: Alphabetical, Numerical, Terminal Digit, Legal Aspects of Medical Records.

UNIT 4:
 Hospital Information Systems and Digital Records, Introduction to Hospital Information System (HIS), Electronic Health Records (EHR) & Electronic Medical Records (EMR), Data Privacy, Confidentiality & HIPAA Guidelines, Digitization of Records: Scanning, Archiving, Cloud Storage, ICD-10 Coding and Statistical Reporting from Medical Records

UNIT 5:
Medical Records Maintenance, Quality, and Evaluation, Retention and Disposal of Medical Records (Legal Timeframes)**,** Quality Indicators and Audits in Medical Records Department**,** Role of MRD in Medico-Legal Cases and Insurance Claims**,** Interdepartmental Coordination: Records flow between departments**,** Accreditation (NABH/JCI) Guidelines related to MRD

Text/ Reference Books
1. *G. D. Mogli, Medical Records Organization and Management, Jaypee Brothers Medical Publishers, 2011*
2. *D. C. Sharma & R. C. Goyal, Hospital Administration and Human Resource Management,PHI Learning Pvt. Ltd., 2014*
3. *B. M. Sakharkar, Principles of Hospital Administration and Planning,Jaypee Brothers Medical Publishers,2000*

IT for Healthcare-II(MBA203)

Course Objective:

This course aims to provide a solid foundation in health informatics and its application in healthcare delivery and hospital management. It focuses on understanding data systems, technological advancements, and the evolving role of information management in improving healthcare outcomes.

Course Outcome:

After successful completion of the course student shall be able to:

1. Evaluate & explain the structure and function of modern healthcare delivery systems.
2. Comprehend Health Information Management and Systems Development, & Identify the key stages of information systems development and implementation in hospital settings.
3. Trace the Evolution and Application of Health Management Information Systems (HMIS), outline the historical development of HMIS.
4. Analyze the use of mobile applications, artificial intelligence (AI), and machine learning (ML) in enhancing hospital administration and patient care.
5. Evaluate Modern Trends in Hospital Information Systems and Patient Care Technology, Assess the impact of IT advancements on patient engagement, monitoring, and overall healthcare service delivery.

UnitI
Informatics and Health Information Management- Introduction, Health care delivery systems, Informatics in Health Care.

UnitII
Health Information Management profession, Data and formation management, Information systems Development

UnitIII
Historical background of health management information systems. Various applications being used for healthcare management.

UnitIV
Innovations in Hospital Administration and Healthcare Management using Mobile Apps, Artificial Intelligence and Machine Learning

UnitV
Advancements in Hospital Information Management System. Payment integration, wearable and patient care using IT.

Text/ Reference Books

1.Peter Norton, An introduction to computers, Tata McGraw Hill
2. S. K. Basandra, Computers today, Galgolia Books
3. Introduction to Computers – C. Xavier – New Age publishers.

Marketing Research and Management (MBA204)

Course Objectives:

The course is designed to equip students with foundational and advanced knowledge of marketing principles as they apply to the healthcare and hospital sector. To develop core skills in healthcare marketing and research. To support strategic decision making for marketing of hospital and healthcare services

Course Outcomes:

After successful completion of the course student shall be able to:

1. Trace the evolution of the marketing concept and apply the components of the marketing mix (Product, Price, Place, Promotion) to hospital services.
2. Assess the influence of the hospital environment on patient satisfaction, behavior, and recovery.
3. Develop promotional strategies using the promotion mix: advertising, public relations, personal selling, and sales promotion in the hospital context.
4. Apply Marketing Research in Healthcare Decision-Making, Use marketing research data to make informed decisions about service promotion, branding, and patient outreach.
5. Address Contemporary Issues in Healthcare Marketing,Apply principles of service marketing with a focus on patient-centered care and effective communication strategies.

UNIT-I:
Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix.
Unit II:
Marketing environment:Macro and Micro components, Environment of Hospitals and its impact on patients and their recovery. Market segmentation and positioning;
UNIT-III:
Promotion Decisions:Promotion mix – advertising, personal selling, sales promotion, publicity and public relations regarding hospitals.
Sales promotion – tools and techniques.
UNIT-IV:
Marketing Research: Meaning and scope of marketing research; Marketing research process. Impact of marketing research on promotion of business in hospitals.
UNIT-V:
Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Service Marketing – Patient care and communication

Text/ Reference Books
1. *Chundawat, Gupta, Kothari and Khicha: Marketing Management; Himalaya Publications*
2. *Gupta S.L.: Marketing Research; Excel Books*

Soft Skills for Hospitals (MBA205)

Course Objective:

This course is designed to enhance the communication skills and English language proficiency of students, preparing them for professional and workplace settings**.**To develop strong communication and professional skills for effective roles in the healthcare setting. To be an effective PR professional to deal with all the aspects of health care management.

Course Outcome:

After successful completion of the course student shall be able to:

1. Strengthen English Language and Vocabulary Skills,Apply vocabulary-building strategies including use of synonyms, antonyms, one-word substitutions, prefixes/suffixes, idioms, and proverbs.
2. Communicate Effectively in Professional Settings, Apply principles of effective communication and overcome common barriers in workplace communication.
3. Draft Professional Letters and Resumes,Differentiate between formal and informal letters and write effective job applications.
4. Plan and deliver engaging presentations using visual aids, appropriate body language, and voice modulation.
5. Demonstrate appropriate interview etiquette, posture, dressing sense, and effective verbal/non-verbal communication.

Unit-1
Essentials of good English - Building Vocabulary; Enriching Vocabulary – Pairs & group of words – Synonyms – Antonyms - One words - Prefixes/Suffixes – Punctuation – Abbreviations – Idioms – Proverbs - some foreign words and Phrases
Unit-2
Business Communication; Means & Needs of communication - Requirements of effective written communication - Oral communication - Visual communication - Audio Visual Communication – Non-Verbal communication - Process of Communication – Barriers - Principles of effective communication
Unit-3
Letter & Resume Writing: Types of letters - Formal/Informal - Importance & Function - Drafting the Applications - Elements of structure - preparing the Resume Do's & Don'ts of Resume - Helpful hints
Unit-4
Presentation Skill: Importance of PS - Capturing Data - Voice & Picture Integration - Body Language - Voice Modulation - Audience Awareness - Presentation Plan - Guidelines to make Presentation Interesting
Unit-5
Interview Preparation: Types of Interview - Preparing for an Interview - Attending an Interview - Employers Expiation - General etiquette - Dressing Sense - Posture & Gestures -Process of GD - Guideline

Text/ Reference Books
1. *Sunita Sharma, A text book of English grammar, composition & translation, Vikas Publishing.*
2. *Raymond Murphy, Intermediate English grammar, Cambridge University Press.*

Third Semester

Epidemiology Concepts (MBA301)

Course Objective:

The course aims to provide foundational knowledge in epidemiology, national health programs, human anatomy, and biomolecules to enable students to understand disease patterns, health interventions, and biological systems in healthcare.

Course Outcome:

After successful completion of the course student shall be able to:

1. Apply Epidemiological Concepts including types of studies, clinical trials, and emergency epidemic management.
2. Analyze National Health Programs, related to Tuberculosis, AIDS, STDs, Leprosy, and Malaria.
3. Evaluate Health Programs for Non-Communicable Diseases, targeting Cancer, Diabetes, and Alcoholism
4. Understand Basic Human Anatomy, identify and describe the structure and functions of major human organs such as the eyes, ears, heart, lungs, kidneys, brain, and reproductive organs.
5. Comprehend the Role of Biomolecules in Human Health, classify carbohydrates, lipids, proteins, and nucleic acids, and explain their properties and biological functions.

UNIT I:
Introduction To Epidemiology Basic concepts and methods of epidemiology, health for all and primary health care – clinical trials, immunization and isolation system, emergency epidemic management system.
Unit II:
National health programs related to communicable diseases- Tuberculosis, AIDS, STD, Leprosy, and Malaria.
UNIT III:
National health programs related to Non-communicable diseases – Cancer, Diabetes C) Alcoholism & Rehabilitation, Reproductive and child health programs.
UNIT IV:
Introduction To Human Body: Structure and Functions of Eyes, Ear, Heart, Lungs, Kidney, Brain, Reproductive organs.
UNIT V:
Introduction To Biomolecules: Classification, Function and properties of Carbohydrates, Lipids, Proteins and Nuclei acid; Enzymes – properties of enzymes – enzyme reaction – factors affecting enzyme reactions – enzymes co factors inhibitions.

Text/ Reference Books
1. *Rothman J., Greenland S., and Lash L.: Modern Epidemiology; Wolters Kluwer Health*
2. *Beaglehole R., Bonita R.: Basic Epidemiology; Aitbs Publishers*

3. *Mishra Anil: Basics of Epidemiology - Concepts made simple; Notion Press.Com*
4. *Tiwari P., Tiwari S.: Epidemiology made easy; Jaypee publishers*

Health Insurance and Medical Tourism (MBA302)

Course Objective:

To provide a comprehensive understanding of the concepts, principles, and history of health insurance.To familiarize students with operational aspects such as claims management, underwriting, and the role of TPAs.

Course Outcome:

After successful completion of the course student shall be able to:

1. Explain the evolution, principles, and structure of health insurance systems.
2. Analyze the processes involved in claims management and the role of third-party administrators.
3. Apply risk assessment and financial management principles in health insurance operations
4. Evaluate marketing and regulatory practices for promoting health insurance products.
5. Assess the scope, challenges, and marketing opportunities of medical tourism in India and abroad.

Unit I:
Introduction: History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, current trends in Health Insurance

Unit II:
Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators.

Unit III:
Economic and financial management of Health Insurance Risk assessment, underwriting and premium setting, tax planning.

Unit IV:
Marketing and servicing of Health Insurance, Different elements of insurance marketing, uniqueness of insurance markets, distribution Channels for selling insurance: role of regulatory authority in supervising promotional activities.,Basic principles of Ayurveda, history, philosophy,Ayurvedic physiology

Unit V:
Introduction to Yoga & Yogic ,Yoga-Meaning, History,concepts of Fundamental Yogic Terminology, Medical Tourism- concept, need, competitive advantage, Indian Challenges, Global Scenario and trends, Role of marketing in medical tourism.

Text/ Reference Books
1. Marta Peris, Ortiz, Jose Alvarez & Gracia: Health and Wellness Tourism; Springer International Publishing AG
2. Agrawal Rakesh: Health Insurance in India- A Review; The Insurance Times Publications
3. Pathak Sneha: Medical Tourism in India; Books Clinic Publishing House
4. Javaid Junaid: Healthcare Tourism opportunities in India; e-book

5. K.R. Srikantha Murthy, *Ashtanga Hridayam (English Translation)*, Chowkhamba Krishnadas Academy, 2010.

Hospital Information Systems-I (MBA303)

Course Objective:

To gain knowledge in the hospital information system with a focus on electronic health records {ERH}. To be well equipped about healthcare technology trends, and the impact of informatics on patient care.

Course Outcome:

After successful completion of the course student shall be able to:

1. Explain how the information explosion has transformed healthcare systems and information management.
2. Identify and describe emerging trends in healthcare technology and their implications for the future.
3. Differentiate between paper-based and electronic health records in terms of structure, function, and efficiency.
4. Evaluate the benefits, drawbacks, and barriers associated with implementing EHR systems.
5. Analyze the role of human factors in EHR design and propose solutions for overcoming implementation challenges.

Unit I
The Information Explosion: Information Important–Impact on society–Impact on teaching and learning–Impact on government–Impact on health care.

Unit II
The future of health care technology–The Future Health Care Record–Preparing for The Future–Summary. The World of Informatics.

Unit III
The electronic health record: Functions of the health record–Changing functions of the patients record–Advantages of the paper record–Disadvantages of the paper record–Optically scanned records.

Unit IV
The electronic health record–Automating the paper record–Advantages of the EHR–Disadvantages of the EHR–Bedside or point-Or-Care systems–Human factors and the EHR–Road blocks and challenges to EHR implementation–The Future

Unit V
Human factors and the EHR–Road blocks and challenges to EHR implementation the Future

Text/ Reference Books
1. *Kathleenm.,Informatics For Healthcare Professional*
2. *Jameso'brien,Tatemcgrawhill,Management Information System*
3. *Peternorton,Introduction To Computer,Tatamcgrawhill*

Legal Aspects for Hospital Administration (MBA304A)

Course Objective:

This course aims to provide students with a comprehensive understanding of the legal framework governing healthcare, pharmaceuticals, and insurance sectors in India. It introduces key legislations that regulate professional conduct, consumer rights, product safety, and ethical medical practices.

Course Outcome:

After successful completion of the course student shall be able to:

1. Explain the essential elements and provisions of the Indian Contract Act, 1872, and their relevance to healthcare agreements.
2. Interpret the Consumer Protection Act, 1986, and apply it to cases of medical negligence and consumer rights.
3. Understand and evaluate the legal framework governing insurance policies and healthcare risk management.
4. Discuss the regulatory aspects of the Drugs and Cosmetics Act, 1940, in ensuring drug safety and quality control.
5. Analyze and assess the provisions of the MTP Act, 1971, and its impact on women's health rights and medical ethics

Unit I:
Law of Contract, 1872
Unit II:
Consumer Protection Act, 1986
Unit III:
Insurance Laws
Unit IV:
Drugs and Cosmetics Act, 1940
Unit V:
MTP Act, 1971

Text/ Reference Books
1. *Nolakha R.L.: Business Regulatory Framework; Ramesh Book Depot*
2. *Tyagi C.L. & Tyagi M.: Insurance Law and Practice; Atlantic Publishers & Distributors Pvt. Ltd.*
3. *Magazine Ranjan: Drugs and Cosmetics Act, 1940 and Rules 1945; CBS Publishers*
4. *Bare Act: The Medical Termination of Pregnancy Act, 197; Universal Law Publishing Co. Pvt. Ltd., New Delhi*

Legal Issue & Healthcare (MBA304B)

Course Objective:
This course aims to provide students with a thorough understanding of the legal and ethical dimensions of healthcare practice. It introduces the framework of Indian law as it relates to healthcare delivery, patient rights, medical negligence, documentation, and public health regulations. The objective is to develop professionals who can ensure ethical conduct, legal compliance, and patient safety in healthcare organizations.

Course   **Outcome:**
After successful completion of the course student shall be able to:

1. Explain the fundamental legal framework governing healthcare in India, including sources of law, medical jurisprudence, and the responsibilities of healthcare providers.
2. Interpret and apply the principles of patient rights, informed consent, confidentiality, and professional ethics in clinical practice, based on MCI/NMC, WHO, and AMA guidelines.
3. Analyze cases of medical negligence and legal liability, distinguishing between civil and criminal responsibilities, and recognize the concept of vicarious liability of hospitals.
4. Demonstrate understanding of legal documentation and medico-legal procedures, including preparation of medical records, injury certificates, post-mortem reports, and the role of medical professionals in court proceedings.
5. Evaluate and apply the provisions of key healthcare regulatory and public health laws, such as the Clinical Establishments Act, PCPNDT Act, MTP Act, Biomedical Waste Management Rules, Transplantation of Human Organs Act, and the Mental Healthcare Act, 2017, in professional healthcare settings.

UNIT 1:
Introduction to Legal Aspects in Healthcare, Sources of Law: Constitution, Statutory Law, Common Law, Basics of Medical Jurisprudence, Importance of Law in Healthcare Delivery, Legal Responsibilities of Hospitals and Healthcare Providers, Overview of Indian Legal System
UNIT 2:
Patient Rights and Medical Ethics, Patient Rights and Responsibilities, Informed Consent and Confidentiality, Doctor-Patient Relationship: Fiduciary Duty, End-of-life Care and Legal/Ethical Issues, Medical Ethics: Code of Conduct by MCI/NMC, WHO, AMA.
UNIT 3:
Medical Negligence and Legal Liabilities, Definition and Types of Medical Negligence,Elements of Negligence: Duty, Breach, Causation, Damage, Criminal vs. Civil Liability in Medical Practice, Vicarious Liability of Hospitals, Legal Cases and Precedents
UNIT 4:
Legal Documentation and Medico-Legal Cases, Importance of Medical Records in Legal Context, Legal Aspects of Documentation and Record Retention, Medico-legal Cases: Assault, Rape, Poisoning, Deaths, Post-mortem Reports, Injury Certificates, Role of Doctors in Court Proceedings.
UNIT 5:
Regulatory Laws and Public Health Legislation, Key Healthcare Laws, Clinical Establishment Act, PCPNDT Act, MTP Act, Biomedical Waste Management Rules, Transplantation of Human Organs Act, Laws on Mental Health (Mental Healthcare Act, 2017)
Text/ Reference Books
1. *Bonnie F. Fremgen,Medical Law and Ethics, Pearson Education,2019*

2. *George D. Pozgar,Legal Aspects of Health Care Administration, Jones & Bartlett Learning,2021*
3. *Narayan Reddy, Textbook of Forensic Medicine and Toxicology,Jaypee Brothers Medical Publishers,2017*

National Healthcare Programme & Policy(MBA304C)

Course Objective:

Develop critical thinking and applied skills to assess, propose and respond to health system challenges, policy options, and delivery models in real-world settings.Understand the structure, functions and importance of healthcare systems in different national and global contexts.Analyse various types of healthcare systems (public, private, mixed) and models of health service delivery.

Course Outcome:

After successful completion of the course student shall be able to:

1. Define a healthcare system, explain its core components and articulate its importance in achieving health outcomes and equity.
2. Differentiate between public, private and mixed healthcare system types; compare delivery models and the roles of government and private sector.
3. Describe and evaluate major financing approaches—tax-based, national insurance, private market models, hybrid models—and assess their implications for access, cost and quality.
4. Identify the role of major global actors (e.g., World Health Organization, World Bank) and analyse health financing and policy challenges in LMICs.
5. Map the health-policy process (agenda-setting, formulation, implementation, evaluation); identify stakeholders, use frameworks such as SWOT and PESTLE to analyse policy contexts.

Unit 1:
Introduction to Healthcare Systems and National Healthcare Policies, Definition and importance of healthcare systems, Types of healthcare systems: Public, Private, and Mixed, Models of healthcare delivery, Role of government in healthcare, Public vs. private sector roles in healthcare provision

Unit 2:
Healthcare Financing and Economics, Public funding: Tax-based, National Insurance, Private insurance systems: Market-based models, Hybrid models: Mixed funding, Global Health Financing, International organizations: WHO, World Bank, etc. Health funding challenges in low- and middle-income countries

Unit 3:
Health Policy and Implementation,Policy Development and Stakeholders, Role of government, healthcare professionals, and private sector in policy formulation, Policy process: Agenda setting, policy formulation, implementation, and evaluation, Models and frameworks for analyzing health policies (SWOT, PESTLE analysis)

Unit 4:
Healthcare Delivery Models and Services, Primary, Secondary, and Tertiary Care, Structure and function of primary care systems, Role of secondary and tertiary care in the healthcare delivery system, Specialized Healthcare Programs, National Immunization Programs, Maternal and Child Health Programs,

Unit 5:
Global Health Policy and International Cooperation, International Health Policies and Frameworks, The role of the World Health Organization (WHO), Global health issues: Pandemics, non-communicable diseases, mental health, The UN's Sustainable Development Goals (SDGs) and health.

Text/ Reference Books
1. *Bonnie F. Fremgen, Medical Law and Ethics, Pearson Education, 2019.*
2. *George D. Pozgar, Legal Aspects of Health Care Administration, Jones & Bartlett Learning, 2021.*
3. *Narayan Reddy, Textbook of Forensic Medicine and Toxicology, Jaypee Brothers Medical Publishers, 2017*

Fourth Semester
Anatomy, Physiology and Medical Terminology (MBA401)

Course Objective:
To acquire foundational knowledge in human anatomy, physiology, and medical terminology. To excel in clinical or allied health roles with knowledge of the human bodyUnderstand the anatomical structure and functions of the major human body systems: skeletal, muscular, nervous, lymphatic, digestive, endocrine, cardiovascular, urinary and reproductive.

Course Outcome:
After successful completion of the course student shall be able to:

1. Describe the organization of the skeleton into axial and appendicular parts and the basic functions of the skeleton (support, protection, movement, mineral storage, blood cell production).
2. Identify the major structures of the nervous system: brain, spinal nerves, the ear, the eye, facial nerves, femoral nerves, ulnar nerves, hair follicles (sensory structures), nasal passage, skin, tongue.
3. Identify and locate the components of the digestive system: glands (salivary, etc), mouth, teeth, oesophagus, stomach, spleen, liver, gallbladder, pancreas, appendix, small intestine, large intestine, rectum.
4. Explain how blood is circulated through the body (systemic and pulmonary circuits) and how the cardiovascular system works with the respiratory system to oxygenate blood and remove waste.
5. Discuss how the cardiovascular system supports other systems (e.g., delivering nutrients, removing waste, supporting endocrine, digestive systems).

UNITI:
The Skeleton – Skull, Mandible, Hyoid bone, Cervical vertebrae, Clavicle, Sternum, Costal arch cartilages, Ribs, Scapula, Humerus, Radius, Ulna, Carpal bones, Metacarpal bones, Phalanges of thumb and fingers, Thoracic vertebrae, Lumbar vertebrae, Sacrum, Hip bone, Femur, Patella, Tibia, Fibula, Tarsal bones, Metatarsal bones, Phalanges of toes, coccyx, The Muscular System - Abductor muscles, Adductor muscles, Brachialis, Sternocledomastoid muscle, Pectoral muscles, Hamstring muscle, Femur, Fibula, Thing muscle, Humerus, Tibia, Ulna, Radius

UNIT II:
The Nervous System – Brain, Spinal nerves, The ear, The eye, Facial nerves, Femoral nerves, Hair follicles, Nasal passage, Skin, Tongue, Ulnar nerves, The Lymphatic System - Lymph nodes, Lymph trunk, Lymphatic system

UNIT III:
The Digestive System – Glands, Mouth, Tooth, Esophagus, Stomach, Spleen, Liver, Gallbladder, Pancreas, Appendix, Small intestine, Large intestine, Rectum, The Endocrine System - Adrenal glands, Ovaries, Pancreas, Pituitary glands, Testicles, Thymus, Thyroid and parathyroid glands

UNIT IV:
The Cardiovascular System - The heart, Lungs, Veins, Arteries, Capillaries, Aorta, Superior vena cava, Inferior vena cava, Pulmonary artery, Pulmonary vein, Right atrium, Left atrium, Right ventricle, Left ventricle, Mitral valve, Tricuspid valve, Pulmonary valve, Aortic valve, Carotid artery, Renal artery, Iliac artery, Mesenteric artery, Jugular vein, Hepatic vein, Hepatic portal vein, Renal vein, Iliac vein.

Unit V:
Reproductive System- The Male Reproductive System - Cowper's glands, Penis, Prostate gland, Testicles, The Female Reproductive System - The mammary glands, Cervix, Fallopian tubes, Labia minor, Ovary ligaments, Ovaries, Uterus, Vagina vulva, The Urinary System – Urethra, Renal pelvis, Kidneys, The medial umbilical ligament, Bowman's capsule, Renal medulla.

Text/ Reference Books
1. *Elaine Marieb & Suzanne Keller*: Essentials of Human Anatomy & Physiology; pearson publishers
2. *Bonnie F. Fremgen & Suzanne S. Frucht*: Medical Terminology: An Anatomy and Physiology

Systems Approach
3. *Gerard J. Tortora, Bryan H. Derrickson*: Principles of Anatomy & Physiology; Wiley Publications

Hospital Information Systems-II(MBA402)

Course Objective:

To build expertise in hospital information systems, tele health technologies, and health informatics.Understand the historical development and current ecosystem of telehealth, telemedicine and health informatics.Identify and explain the technologies, devices and systems used in telehealth and health informatics, including clinical and administrative applications.

Course Outcome:

After successful completion of the course student shall be able to:

1. Define telehealth and telemedicine, describe their historical evolution globally and in India.
2. Describe the different types of telehealth technologies and their clinical and administrative initiatives (e.g., remote monitoring, virtual consultations, tele-administration).
3. Describe devices used in telehealth, how they have evolved (wearables, remote sensors, IoT in health), and how data analytics enhances patient care and hospital management.
4. Describe telemedicine in the Indian context: its evolution, networks, government and private initiatives, and analyse opportunities and challenges for telemedicine expansion in India
5. Apply knowledge to propose a telehealth/informatics or MIS solution: selecting appropriate technology/devices, identifying stakeholders, evaluating barriers and enablers, and considering future trends.

Unit I
Telehealth– Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives– Advantages and Barriers of telehealth–Future trends – Summary

Unit II
ThefutureofInformatics:GlobalizationofInformationTechnology–Electroniccommunication–
Knowledge management-Genomics – Advances in public health– Speech recognition –Wireless computing – Security

Unit III
Management Information System Concept of MIS, functions of MIS, developing MIS, types of MIS, developing indicators, identifying data and developing tools of measurement and applications of MIS.

Unit IV
Telehealth – Informatics Education – Barriers to InformationTechnologyimplementation. Devices used in Telehealth, evolution of devices and data analytics, enhancement in patient care and hospital management

Unit V
Telemedicine Concept of Telemedicine and its evolution, Telemedicine network in India, and Strengths & Opportunities for Telemedicine in India.

Text/ Reference Books

1. *Kathleenm.,Informatics For Healthcare Professional*

2. *Jameso'brien,Tatemcgrawhill, Management Information System*

3. *Peternorton,Introduction To Computer,Tata Mcgrawhill*

HRM in Hospitals (MBA403)

Course Objective:
To develop HR skills specific to hospital settings, focusing on recruitment, performance management, and employee development.To be HR expert in dealing with the requirements of Hospital human resources.Understand the scope, nature and importance of human resource management (HRM) specifically in hospital settings.Comprehend key HR processes in hospitals — recruitment, selection, mobility (promotion, transfer, demotion, retirement), job design, analysis and specification.

Course Outcome:
After successful completion of the course student shall be able to:

1. Define hospital HRM, articulate its importance, describe the nature of HR in hospitals, and explain the functions and principles of HRM along with the role of the HR manager in a hospital context
2. Differentiate between recruitment and selection; outline sources and procedures of recruitment; list and explain the steps in selection; describe internal mobility of personnel (transfer, promotion, demotion, separation, retirement); define job design, job enrichment, job enlargement, job description and job specification; conduct job analysis.
3. Demonstrate awareness of contemporary HR issues in hospitals: through group discussions and mock interviews, present key current news or trends affecting hospital HR, and critically reflect on their implications.
4. Analyse hospital HRM challenges via case studies: apply theoretical frameworks, identify HR issues in a hospital case, propose HR solutions, and justify them with reference to HRM functions and principles.
5. Explain how performance management systems are applied in hospitals: identify individual and organizational performance indicators; describe 360-degree feedback; explain the purpose and content of HR information, records, periodic manpower/turnover/compensation reports; understand HR information systems and reporting.

Unit – I:

Definition of Hospital HRM, Importance of HRM in Hospitals, Nature of HR in Hospitals, Objective of HR in Hospital, Functions and Principles of HRM, Role of HR manager

Unit – II:

Recruitment –Sources and Procedure, Selection -Steps in selection procedure, Recruitment vs. Selection, Mobility of personnel:-transfer, promotion, demotion, separation, retirement, Job Design, Job Enrichment, Job enlargement, Job Description, and Job Specifications. Job Analysis

Unit –III:

Performances Management and Human Resources Information, Need, Purpose and Content Performance Indicators: Individual and Organization, 360 Degree Feedback, Information and Records, Periodic Reports on Manpower, Turnover and Compensation, Information

Unit – IV:

Presentation on Contemporary issues and Current news awareness through Power Point, Group Discussions, Mock interviews

Unit – V:

Case Study

Text/ Reference Books
1. *Goyal R.C.*: Human Resource Management in Hospitals; Palupi Widyastuti

2. *Fleming Fallon & Charles R McConnell*: Human Resource Management in Health Care; Jones and Bartlett Publishers
3. *Nancy Borkowoski*: Organizational Behavior in Health Care; Jones and Bartlett Publishers
4. *Sharma D.K. & Goyal R.C.*: Hospital Administration and Human Resource Management; PHI Publications

Pharmaceutical Management (MBA404)

Course Objective:

To build managerial and operational skills on the pharmaceutical system.To be well aware of effective healthcare and hospital pharmacy management.Understand the structure, role and importance of hospital pharmacy practice within health-systems.Examine the medication-use process and the expectations of health-system executives for pharmacy services.

Course Outcome:

After successful completion of the course student shall be able to:

1. Define hospital pharmacy practice and its role in the health system; describe the medication-use process and articulate what health-system executives expect from pharmacy
2. Describe how a hospital pharmacy department is structured; explain procurement/purchasing/contracting; discuss clinical services models; evaluate strategies to manage drug shortages.
3. Explain drug-use management tools: how the Pharmacy & Therapeutics Committee (P&T) works, formulary development, drug-utilization evaluations (DUE), cost-control methods; describe pharmacy technology and medication-distribution models including unit-dose, admixture systems, chemotherapy and parenteral nutrition
4. Demonstrate awareness of regulatory compliance in hospital pharmacy (billing, QA/Performance Improvement, transitions of care, pharmacy service investigations); prepare and deliver a presentation / scenario analysis of drug-shortages and P&T challenges.
5. Apply data-analysis and financial-management principles to hospital pharmacy operations; describe human-resource needs, staff-development and evolving roles of the pharmacy department in the health-system context

Unit I:
Overview, Introduction to Health System and Hospital Pharmacy Practice Medication Use Process Expectations of Health-System Executives for Pharmacy.
Unit II:
Hospital Pharmacy Department, PPMI/Clinical Services Models (PAI), Purchasing/Procurement/Contracting Drug Shortage Management.
Unit III:
Drug Use Management: P&T, Formulary, DUE, Cost Control, Pharmacy Technology and Medication Distribution Models IV admixture systems, Chemotherapy and Parental Nutrition, Unit-Dose, Pre-packing Systems.
Unit IV:
Drug Shortages and P&T Scenarios/ Presentations, Compliance: Regulatory Compliance and Billing, Performance Improvement/QA, Transitions of Care, Investigation Drug Pharmacy Services.
Unit V:
Data Analysis and Financial Management, Human Resources, Staff Development and Pharmacy Roles.

Text/ Reference Books
1. *Sachin Itkar*: Pharmaceutical Management; Amazon.in

2.*Dennis H. Tootelian, Andrey Mikhailitchenko, Albert I. Wertheimer:*Essentials of Pharmacy Management; Amazon.in

Bio Medical Waste Management & Infection Control (MBA404B)

Course Objective:
To develop strong communication and professional skills for effective roles in the healthcare setting. To be an effective PR professional to deal with all the aspects of health care management.Understand the nature, categories and importance of biomedical waste management in healthcare settings.

Course Outcome:
After successful completion of the course student shall be able to:

1. Define biomedical waste, list its categories (infectious, hazardous, pharmaceutical, sharps) and describe sources of generation in healthcare settings.
2. Describe correct procedures for waste segregation at the point of generation, including colour-coding and classification of sharps, infectious and pharmaceutical waste.
3. Explain different treatment technologies for biomedical waste match appropriate treatment/disposal methods to waste categories.Discuss recycling possibilities and challenges in disposal.
4. Explain the basic principles of infection control: chain of infection (pathogen, host, environment), aseptic technique, sterilisation, disinfection, hand hygiene, PPE and environmental cleaning. Relate how infection control protocols support safe waste-management.
5. Analyse how infection control and biomedical-waste management intersect: describe how proper waste management prevents infection transmission, develop strategies to integrate protocols to support safer healthcare delivery.

Unit 1:
Introduction to Biomedical Waste Management, Definition and categories of biomedical waste, Types of biomedical waste: Infectious, hazardous, pharmaceutical, and sharps, Importance of proper biomedical waste management in healthcare settings, Biomedical Waste Generation and Sources,

Unit 2:
Segregation, Collection, and Transportation of Biomedical Waste, Waste Segregation, Proper classification and color-coding of waste, Role of healthcare workers in segregation at the point of generation, Guidelines for segregation of sharps, infectious, and pharmaceutical waste, Waste Collection and Storage, Methods for safe collection and temporary storage of biomedical waste

Unit 3:
Methods of Biomedical Waste Treatment and Disposal, Treatment Technologies for Biomedical Waste, Autoclaving, incineration, microwaving, and chemical treatment, Selection of appropriate treatment technology based on waste category, Guidelines for disposal of pharmaceutical, cytotoxic, and radioactive waste, Recycling and Disposal Challenges,

Unit 4:
Infection Control in Healthcare Settings, Principles of Infection Control, Understanding the chain of infection: Pathogen, host, and environment, Key infection control principles: Aseptic technique, sterilization, disinfection, Importance of hand hygiene, personal protective equipment (PPE), and environmental cleaning

Unit 5:
Integration of Infection Control and Biomedical Waste Management, Intersection of Infection Control and Waste Management, The role of biomedical waste management in preventing infection transmission, Strategies to integrate infection control and waste management protocols

Text/ Reference Books
1. *Mogli, G.D., Practical Guide to Hospital Waste Management and Infection Control, Jaypee Brothers Medical Publishers, 2012*
2. *Goel, S.L., Hospital Administration, Deep & Deep Publications Pvt. Ltd., 2002*
3. *Heymann, David L., Control of Communicable Diseases Manual – American Public Health Association (APHA), 2015*

Community Health Practice & Process (MBA404C)

Course Objective:
To develop strong communication and professional skills for effective roles in the healthcare setting. To be an effective PR professional to deal with all the aspects of health care management.Understand foundational concepts of community health, including determinants of health and levels of prevention.

Course Outcome:
After successful completion of the course student shall be able to:
1. Define health, disease, & community differentiate between community health, public health and preventive medicine; describe socio-economic, cultural, environmental and behavioural determinants of health explain levels of prevention
2. Describe the community health nursing process conduct community health assessment using surveys, interviews and focus groups; apply epidemiological tools in community assessment
3. Explain the concept of family health and the family as a unit of service; plan and conduct home visits including preparation, bag technique and documentation.
4. Describe the structure of community health services and roles of frontline workers explain major national health programmes and the role of mission programmes
5. Explain the concept and importance of community participation; describe levels of participation; apply community mobilisation techniques; outline behaviour change communication strategies, stages and tools describe role of local governance/health committees in health promotion.

UNIT 1:
Introduction to Community Health, Definition and Concepts, Health, disease, and community, Community health vs. public health vs. preventive medicine, Determinants of Health, Socio-economic, cultural, environmental, and behavioral determinants, Social determinants of health (SDH), Levels of Prevention, Primordial, primary, secondary, and tertiary prevention

UNIT 2:
Community Health Nursing Process, Nursing Process in Community Health, Assessment, planning, implementation, and evaluation (APIE), Community Health Assessment, Data collection methods: surveys, interviews, focus group discussions, Use of epidemiological tools in community assessment,

UNIT 3:
Family Health and Home Visiting, Concept of Family Health, Family as a unit of service, Family health care needs and dynamics, Home Visiting, Objectives, principles, and methods, Preparation, bag technique, and documentation, Family Health Records, Maintenance and confidentiality, Tools for assessing family health (e.g., genogram, eco-map)

UNIT 4:
Community-Based Health Services and National Programs, Structure of Community Health Services, Sub-centers, PHCs, CHCs, and their roles, Role of ASHA, ANM, MPW, and other frontline workers, National Health Programs, RMNCH+A, Immunization, TB (NTEP), NCDs, HIV/AIDS (NACO), Mission programs: NHM, NUHM

UNIT 5:
Community Participation and Health Promotion, Community Participation, Importance and levels of participation, Community mobilization techniques, Role of local governance and health committees

(VHNSC), Behavior Change Communication (BCC), Concepts, strategies, and stages of BCC, Role of mass media and digital tools in health promotion

Text/ Reference Books

1. *Park, K., Park's Textbook of Preventive and Social Medicine, Bhanot Publishers, 2023*
2. *Basavanthappa, B.T.,Community Health Nursing ,Jaypee Brothers Medical Publishers,2015*
3. *Stanhope, Marcia,Public Health Nursing: Population,Centered Health Care in the Community – Elsevier ,2020*

Project Report & Viva Voce (MBA405)

Course objective:

The purpose of the research project is to encourage students to undertake independent research and to foster research-related skills, which should benefit future study and employment. Each candidate is required to undertake a research project in **Semester IV**. The research project must exhibit original investigation, analysis and interpretation. The research project is to be done with a research supervisor. Initiate research and formulate feasible research questions Design, develop tools and conduct original research Synthesize literature and conduct analyses Present research findings and argument in a suitably structured and sequenced manner.

PROJECT WORK:

Every student is required to prepare a Project Report based on their summer internship, which has to be submitted before the main examination of the Final semester. The assessment of the marks for the project will be based upon the Report, Presentation and Viva-Voce and total assessment will be made from 200 Maximum Marks.