



MBA in Hospital Administration and Health Care Management

Rules-Regulations & Curriculum

(w.e.f.2022-23)


REGISTRAR
Sai Tirupati University
Udaipur (Raj.)


Dr. Kiran Singh

Venkateshwar institute of Management Studies

(A Constituent Unit of Sai Tirupati University, Udaipur)

Rules-Regulations & Scheme of Examination

Program Name

Master of Business Administration in Hospital Administration and Healthcare Management
MBA (HA & HCM)

Type: Regular & Executive.

Admission Criteria

For Regular MBA:

- Graduation in any stream with a minimum of 50% marks, relaxation in marks will be applicable for reserved categories as per government norms.

For Executive MBA:

- Graduation in any stream with a minimum of 50% marks, relaxation in marks will be applicable for reserved categories as per government norms.
- A minimum of 3 years of relevant work experience.

Duration of Program

The minimum duration of the program is two years (four semesters) and a maximum is four years (eight semesters).

Attendance Requirement

A minimum attendance of 75% is required in classes for students to appear in the end term examinations.

Scheme of Examination

- a) University examinations are conducted on a semester basis with two examinations in each semester, one mid-term and one end-term examination. For mid-term examination, the maximum marks for each course will be 30 marks and the minimum passing marks will be 12 marks. For end-term examination, the maximum marks for each course will be 70 marks and minimum passing marks will be 28 marks in each course. No candidate shall be declared passed unless he/she has secured a minimum of 40% marks separately in Mid-Term and End-Term Examination of each course, and has to obtain an overall aggregate of 50% or above in the semester.
- b) Division/ Class will be awarded on the basis of aggregate of the university examinations regardless of the attempts as shown below: First Division – 60% and above, Second Division - 50% & above and less than 60%.
- c) Student securing 75% marks in a course in first attempt will be awarded a Distinction (D) in that course.
- d) There are 5 marks for the grace. Grace marks are applied to total marks obtained in the course and it can be applied to one course only in that exam.
- e) Revaluation / re-total of paper as per university norms.

Paper Pattern for End-Term Examination

End-Term exam paper is divided into three sections:

Section-A: It contains 10 questions each question is of 1 mark. ($10 \times 1 = 10$)

Section-B: There are two questions from each unit, answer any one from each unit. ($5 \times 6 = 30$)

Section-C: It contains 4 questions out of which any two questions are to be answered. ($15 \times 2 = 30$)



Semester -I

S. No	Subject Code	Subject Name	Sessional	Main	Total
1	MBA 101	Financial Accounting	30	70	100
2	MBA 102	IT for Health Care-I	30	70	100
3	MBA 103	Fundamentals for Health Care Management	30	70	100
4	MBA 104	Principles of Management	30	70	100

Semester -II

S. No	Subject Code	Subject Name	Sessional	Main	Total
1	MBA 201	Hospital Operation	30	70	100
2	MBA 202	Inventory Control and Purchase Management	30	70	100
3	MBA 203	IT for Health Care-II	30	70	100
4	MBA 204	Marketing Research and Management	30	70	100
5	MBA 205	Soft Skills for Hospitals	30	70	100

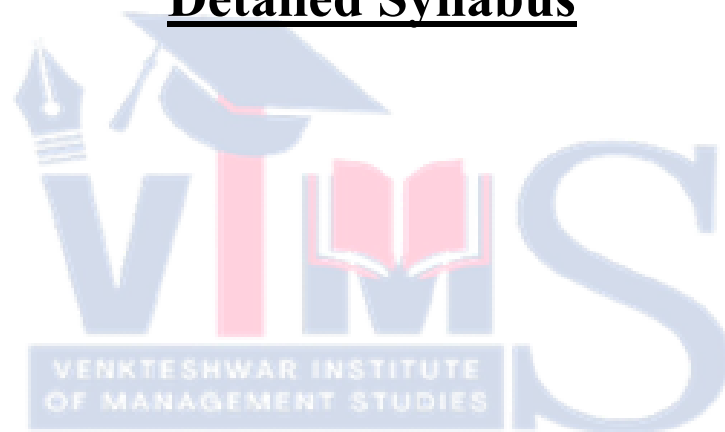
Semester -III

S. No	Subject Code	Subject Name	Sessional	Main	Total
1	MBA 301	Epidemiology Concepts	30	70	100
2	MBA 302	Health Insurance and Medical Tourism	30	70	100
3	MBA 303	Hospital Information System-I	30	70	100
4	MBA 304	Legal Aspects for Hospital Administration	30	70	100

Semester -IV

S. No	Subject Code	Subject Name	Sessional	Main	Total
1	MBA 401	Anatomy, Physiology and Medical Terminology	30	70	100
2	MBA 402	Hospital Information System-II	30	70	100
3	MBA 403	HRM for Hospitals	30	70	100
4	MBA 404	Pharmaceutical Management	30	70	100
5	MBA 405	Project Report & Viva Voce	-	-	200

Detailed Syllabus





Financial Accounting (MBA101)

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Unit V:

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

Reference Books:

- *Rao N. S. and Heda B. L.:* Financial Accounting: Alka Publication, Ajmer.
- *Gupta R.L. and Radhaswarny M:* Financial Accounting; Sultan Chand and Sons, New Delhi.
- *Shukia M.C., Grewal T.S., and Gupta S.C.:* Advanced Accounts; S. Chand & Co. New Delhi.
- *Sharma M. L. :* Financial Accounting (Hindi); Ramesh Book Depot

IT for Health Care-I (MBA102)

Unit I

Computer Applications and Technologies in Healthcare. Office Applications - Word processor, electronic spreadsheet, database management, and presentation software programs.

Unit II

Database – Definition, terms, common function, Basic data processing, Database and spreadsheet operations. Database Management System – Introduction to database management system.

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.

Reference Books:

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

Fundamentals for Health Care Management (MBA103)

Unit I:

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

Unit II:

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 III:

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

Unit IV:

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

Unit V:

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

Reference Books:

- *Wolper L.F.:* Health Care Administration; Jones & Bartlett publications
- *Safian Shelley C.:* Fundamentals of Health Care Administration; Pearson Publications

Principles of Management (MBA104)

Unit I:

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 II:

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

Unit III:

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

Unit IV:

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

Unit V:

Control: Nature, Process and Significance, Control Techniques

Reference Books:

- *Prasad L.M* : Principles of Management; Sultan Chand & Sons
- *Gupta C.B*: Principles of Management; MKM Publishers Pvt. Ltd.
- *Drucker Peter F*: Management Challenges for the 21st Century; Butterworth Heinemann, Oxford.



Second Semester

Hospital Operation (MBA201)

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.

Reference Books:

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

Inventory Control and Purchase Management (MBA202)

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

Reference Books:

- *Menon and Kulkarni:* Purchasing and Inventory Management; SPD publications
- *Dr. Chandra Bose:* Inventory Management; PHI publications

IT for Health Care-II (MBA203)

Unit I:

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

Unit II:

Health Information Management profession, Data and information management, Information systems Development

Unit III:

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

Unit IV:

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

Unit V;

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

Reference Books:

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

Marketing Research and Management (MBA204)

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

Reference Books:

- *Chundawat, Gupta, Kothari and Khicha:* Marketing Management; Himalaya Publications
- *Gupta S.L.:* Marketing Research; Excel Books

Soft Skills for Hospitals (MBA205)

Unit-I:

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-II:

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-III:

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-IV:

Presentation Skill: Importance of PS - Capturing Data - Voice & Picture Integration - Body Language - Voice Modulation - Audience Awareness - Presentation Plan - Guidelines to make Presentation Interesting

Unit-V:

Interview Preparation: Types of Interview - Preparing for an Interview - Attending an Interview - Employers Expiation - General etiquette - Dressing Sense - Posture & Gestures -Process of GD - Guideline

Reference Books:

- Sunita Sharma: A text book of English grammar, composition & translation; Vikas Publishing.
- Raymond Murphy: Intermediate English grammar; Cambridge University Press.



Third Semester

Epidemiology Concepts (MBA301)

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 cofactors inhibitions

Reference Books:

- Rothman J., Greenland S., and Lash L.: Modern Epidemiology; Wolters Kluwer Health
- Beaglehole R., Bonita R.: Basic Epidemiology; Aitbs Publishers
- Mishra Anil: Basics of Epidemiology - Concepts made simple; Notion Press.Com
- Tiwari P., Tiwari S.: Epidemiology made easy; Jaypee publishers

Health Insurance and Medical Tourism (MBA302)

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.

Unit V:

Medical Tourism- concept, need, competitive advantage, Indian Challenges, Global Scenario and trends, Role of marketing in medical tourism.

Reference Books:

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

Hospital Information System-I (MBA303)

Unit I:

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare.

Unit II:

The future of healthcare technology: The future healthcare 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-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation – The future

Unit V:

Human factors and the HER: Roadblocks and challenges to EHR implementation The future

References:

- Kathleen m., *informatics for healthcare professional*
- James o'brien, tata mcgraw hill, *Management information system*
- Peter norton, Introduction to computer, *tata mcgraw hill*

Legal Aspects for Hospital Administration (MBA304)

Unit I:

Law of Contract, 1872

Unit II:

Consumer Protection Act, 1986

Unit III:

Insurance Laws

Unit IV:

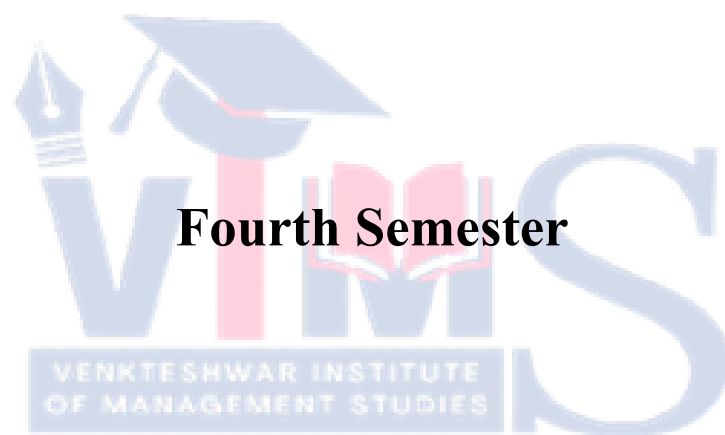
Drugs and Cosmetics Act, 1940

Unit V:

MTP Act, 1971

Reference Books:

- Nolakha R.L.: Business Regulatory Framework; Ramesh Book Depot
- Tyagi C.L. & Tyagi M.: Insurance Law and Practice; Atlantic Publishers & Distributors Pvt. Ltd.
- Magazine Ranjan: Drugs and Cosmetics Act, 1940 and Rules 1945; CBS Publishers
- Bare Act: The Medical Termination of Pregnancy Act, 197; Universal Law Publishing Co. Pvt. Ltd., New Delhi
- Pozgar.D.George: Legal Aspects of Health Care Management; Global Klamp



Anatomy, Physiology and Medical Terminology (MBA401)

UNIT I:

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, Sternocleidomastoid muscle, Pectoral muscles, Hamstring muscle, Femur, Fibula, Thigh 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.

Reference Books:

- *Elaine Marieb & Suzanne Keller:* Essentials of Human Anatomy & Physiology; pearson publishers
- *Bonnie F. Fremgen & Suzanne S. Frucht:* Medical Terminology: An Anatomy and Physiology Systems Approach
- *Gerard J. Tortora, Bryan H. Derrickson:* Principles of Anatomy & Physiology; Wiley Publications
- *Dheeraj kumar Sharma & Sameer Rastogi:* Textbook of Human Anatomy & Physiology; Mackhinge Publisher
- *Raje V.N.:* Human Anatomy and Physiology; Mittal Books India
- *Guyton & Hall :* Textbook Of Medical Physiology; Cloudtail India

Hospital Information System-II (MBA402)

Unit I:

Telehealth: Historical perspective on tele health Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of tele health – Future trends – Summary

Unit II:

The future of Informatics Globalization of Information Technology : Electronic communication– 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:

Tele health: Informatics Education – Barriers to Information Technology implementation. Devices used in Tele health, 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.

Reference Books:

- Kathleen M., INFORMATICS FOR HEALTHCARE PROFESSIONAL
- James O'Brien, Tate McGraw Hill, MANAGEMENT INFORMATION SYSTEM
- Peter Norton, INTRODUCTION TO COMPUTER, *Tata McGraw Hill*

HRM for Hospitals (MBA403)

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

Reference Books:

- *Goyal R.C.: Human Resource Management in Hospitals; Palupi Widyastuti*
- *Fleming Fallon & Charles R McConnell: Human Resource Management in Health Care; Jones and Bartlett Publishers*
- *Nancy Borkowoski: Organizational Behavior in Health Care; Jones and Bartlett Publishers*
- *Sharma D.K. & Goyal R.C.: Hospital Administration and Human Resource Management; PHI Publications*
- *Gupta Joydeep Das: Hospital Administration and Management: A Comprehensive Guide; Cloudtail India*

Pharmaceutical Management (MBA404)

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.

Reference Books:

- *Sachin Itkar: Pharmaceutical Management*; Amazon.in
- *Dennis H. Tootelian, Andrey Mikhailitchenko, Albert I. Wertheimer: Essentials of Pharmacy Management*; Amazon.in

Project Report & Viva Voce (MBA405)

Course Objective:

The purpose of 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 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.

