

Syllabus of

**Master of Business Administration  
(MBA)  
(HOSPITAL ADMINISTRATION AND MANAGEMENT)**

Document from

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**DR BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY,  
AURANGABAD**

# **Master of Business Administration (MBA)**

## **(HOSPITAL ADMINISTRATION AND MANAGEMENT)**

### **Course Structure**

Subject Code	Title of the Subjects	Total Credit	Internal (20)	External (80)	Total
MANB-501	BUSINESS POLICIES AND STRATEGIC MANAGEMENT	4	20	80	100
MANB-502	DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM	4	20	80	100
MANB-521HM	HUMAN FACTOR IN HEALTH ORGANISATIONS	4	20	80	100
MANB-522HM	HOSPITAL SERVICES MARKETING	4	20	80	100
MANB-523HM	OPERATIONS MANAGEMENT IN HOSPITALS	4	20	80	100
MANB-524HM	MEDICAL AUDIT AND QUALITY MANAGEMENT	4	20	80	100
MANB-525HM	RISK AND DISASTER MANAGEMENT IN HOSPITAL	4	20	80	100
MANB-526HM	LEGAL AND ETHICAL ISSUES FOR HOSPITALS	4	20	80	100
MANB-551	INPLANT TRAINING REPORT	4	—	—	100
		36	180	720	900

*Objective : The Objective of the Course is to acquaint the learner with various Concepts, Principles of HRM in Hospitals*

**UNIT- 1 :**

Definition of Hospital HRM, Importance of HRM in Hospitals – Nature of HR in Hospitals – Objective of HR in Hospital, Functions of HRM, Principles of HRM – Functions and role of HR Manager

**UNIT – 2 :**

HR Planning and Development – Significance – Importance of HR Planning – Factors influencing HR Planning Process – Job Analysis – Recruitment – Selection – Induction & Orientation Programs

**UNIT – 3 :**

Training and Development – Training Need Identification – Methods of Training – Executive Development – Evaluation of Training Effectiveness – Performance Appraisal – Techniques, Traditional Vs. Modern Methods – Limitations of Appraisal.

**UNIT – 4 :**

Compensation and Benefits – Wage Concepts – Principles of Wage Administration – Wage Fixation – Employee incentives and Benefits – ESOPs – Role of Monetary and Non-monetary Benefits.

**UNIT – 5 :**

Industrial Relations – Factors affecting Industrial Relations – Role of State in IR – Trade Unions – Blue Collar Vs. White Collar Unions – Association of Doctors, Nursing Staff, Paramedical – Industrial Disputes, Causes, Consequences, Preventive and Settlement Machinery – (Case Studies Compulsory)

**SUGGESTED READINGS:**

1. Goyal, R.C Hospital Administration and Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2010
2. K. Aswathappa, “Human Resource and Personnel Management – Text and Cases”, Tata McGraw Hill Publishing Company Limited, New Delhi, 3<sup>rd</sup> Ed., 2009
3. Ian Beardwell and Len Holden, Human Resource Management, MacMillan, New Delhi.
4. Venkata Ratnam, C.S. and Srivastava B.K., Personnel/Human Resource Management, Tata McGraw Hill, New Delhi.
5. Satya Raju, R., Human Resource Response to New Corporate Initiatives, National Institute of Personnel Management, Calcutta.

**Subject Code : MANB-522HM : HOSPITAL SERVICES MARKETING**

*Objective : The objective of this course is to enhance the marketing skills of the student with special reference to Hospital Services marketing.*

**UNIT - 1**

Core concepts of Marketing – Marketing Environment Analysis – Competition Analysis – The scope of Hospital Services Marketing.

**UNIT - 2**

Service Characteristics and their strategic implications, Service Consumer Behaviour – Service Marketing strategy – Market segmentation – targeting and positioning – Service Marketing Mix – Service Triangle – Branding of Hospitals.

**UNIT - 3**

Designing health care service products – New Service Development process – PLC – Physical evidence – Pricing Strategies, Channel management in Hospitals, Franchisee management.

**UNIT - 4**

Internal marketing – Importance and Objectives – Roles of a service employee – Internal marketing strategies ; External marketing – Promotional mix – Promotional campaign design ; Interactive marketing.

**UNIT - 5**

Service distribution ; Service Demand and Capacity Management ; Service Quality Management – GAP model, SERVQUAL model – Service recovery strategies.

**SUGGESTED READINGS:**

- Ramamohana Rao, K., Services Marketing, Pearson Education (Asia),
- Kotler Philip, Marketing Management (Millennium Edition), PH1, New Delhi, 2006.
- Zeithaml bitner, Yalarie A., Service Marketing – Cases in Marketing Management, MC Graw Hill, New York, 2007
- Srinivasan, R., Services Marketing (The Indian Context), Prentice Hall India, New Delhi, 2006
- Bhattacharya. C., Services Marketing, Excel Books, New Delhi, 2006.
- Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi, 2004.
- Christopher Lovelock & Jochen Wirtz, Services Marketing (People, Technology and Strategy), Pearson Education, New Delhi, 2004.
- Saxena, Rajan, Marketing Management, Tata McGraw Hill, New Delhi, 2008
- Still, Richard R, Edward W. Cundiff and Norman A.P. Govani, Sales Management PH1, New Delhi, 2007.

- Milica Z. Bookman, Karla R. Bookman ; Medical Tourism in Developing Countries, Palgrave Macmilan, 2007.

**Subject Code : MANB-523HM : OPERATIONS MANAGEMENT IN HOSPITALS**

*Objective : The objective of the course is to equip the learners with decision making skills in planning, scheduling and control of production and operation functions in hospitals.*

**UNIT -I**

Introduction to Concepts – Product vs. Service Operations – Front office – Admission – Billing – Medical Records – Ambulatory Care – Death in Hospital – Brought-in Dead. Maintenance and Repairs Bio Medical Equipment.

**UNIT -2**

Clinical Services – Clinical Departments – Out patient Department (OPD) – Introduction – Location – Types of patients of OPD – Facilities – Flow Pattern of patients – Training and Coordination; Radiology – Location – Layout – X-ray Rooms – Types of X-ray machines – Staff – USG – CT – MRI – ECG, PET Scan

**UNIT -3**

Supporting Services – House Keeping – Linen and Laundry – Food Services – Central Sterile Supply Department (CSSD), Maintenance

**UNIT -4**

Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of layouts –techniques of work measurement, time and motion study. Productivity measures, value addition, capacity utilization.

**UNIT -5**

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing management – Inventory Management; Valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; value management, value engineering, value analysis.

**SUGGESTED READINGS:**

1. Maduri Sarma, Essentials for Hospital Support Services and Physical Infrastructure, Jaypee Brothers Publications – 2008
2. Prabhu KM, Sood SK, Hospital Laboratory Services Organization and Management, Journal of Academy of Hospital Administration – 2010
3. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009
4. Schoedev, Roger G., Operations Management – Decision Making in Operations Function, McGraw Hill, New Delhi, 2007

*Objective : The objective of the course is to provide an indepth knowledge about the medical audit leading to TQM*

**UNIT-1:**

Introduction – Definition – Origins & Development in Medical Audit – Medical Audit Policy – Concept of Medical Audit – Medical Record, Medical Audit Relationship – Medical Audit related to Diagnosis, Investigations and therapy.

**UNIT-2:**

Use of Computers in Audit Process – Medical Audit – Global Perspective – Types of Medical Audit – Appraisal of Medical Audit – Methods of Medical Audit.

**UNIT-3:**

Introduction – Concept – Definition – Origin & Growth of Quality Management – Importance and Significance of TQM for Hospitals – Prerequisites of Quality Management in Hospitals – Role of Medical Record in Quality Management – Quality Circles – Quality Assurance.

**UNIT-4:**

Quality Management in Hospital : Front Office – OPD – Casualty – Labs – OT – CSSD – IP – Dietary, HK, ICU – Nursing – Laundry – Canteen – TQM team work – Employee involvement – Key result areas – leadership – TQM Tools – Quality function deployment – Concurrent engineering – FEMA – Demings – P.C.D.A. Cycle – JIT (Just in Time) – Kaizan – ‘O’ defect programme – Statistical Tools in TQM – flow diagram – Pareto Analysis – Cause and effect diagram – Control Charts – Bench Marking – Business Process Reengineering – TQM practices in Indian Hospitals.

**UNIT-5:**

Accreditation – Introduction – Concept of Hospital Accreditation – Accreditation Scenario in India and abroad – Organisations, authorities for accreditations in India – Accreditation process – Role of the government in developing an accreditation system.

**SUGGESTED READINGS:**

1. ‘Hospital Administration’ by D.C. Joshi and Mamta Joshi, Published by Jaypee Brothers, Medical Publishers, New Delhi, 2011
2. Medical Audit by Anjan Prakash – Published by Jaypee Brothers, Medical publishers (P) Ltd., New Delhi, 2011

3. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by :  
Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010



**Subject Code : MANB-525HM :RISK AND DISASTER MANAGEMENT IN  
HOSPITAL**

*Objective: To familiarize the students to identify the areas of safety and risk and managing of the same, familiarize the hospital administrators in the area of disaster management.*

**UNIT-1:**

Security Organization and Management: Security Sensitive Areas -Functions of Hospital Security Department - Security Organization and Physical Security Measures - Need for Security Technology -Contract Security Agency -Effective Security Management in Hospitals - Security Committee - Periodic Security Audit

**UNIT-2:**

Hospital Acquired Infection (HAI): Objectives - Control and Prevention - House keeping - Central Sterile Supply Department (CSSD) - Nursing Care - Waste Disposal - Antibiotic Policy - Hospital Infection Control committee - Composition - Role and Functions - Surveillance - High Risk Procedures - Training and Education - Universal Precautions for Health Care Workers.

**UNIT-3:**

Fire Hazards: Elements of Fire - Fire Hazard Triangle - Causes of Hospital Fires - Fire Protection - Structure Planning and Design Considerations - Buildings: Electric Installations - Water Supply - Fire Points and Escape Routes - Fuel Store - Manual Call Points - Means of Escape and Evacuation - Risk Evaluation.

**UNIT-4:**

Radiation - Biological Effects of Radiation - Radiation Protection and Safety - Principles in the Layout of a Diagnostic X-ray Room - Contrast Media - Magnetic Resonance Imaging - Planning Constraints - Preventive Measures Against Magnetic Field Hazards - Nuclear Medicine Department - Radiation Protection Aspects - Radioactive Waste Collection and Disposal - Procedure for Obtaining Clearance.

**UNIT-5:**

Disaster Management - Basic Concepts - Disaster Classification - Disaster Process - Special Characteristics - Principles of Disaster Planning - Disaster and Health Problems - Organization for Medical Relief - Principles of Mass Casualty Management - Objectives of and Need for Hospital Disaster Plan - Disaster Committee - Organization - Role and Responsibilities - Organizing Disaster Facilities - Disaster Response - Alert and Recall - Deployment - Disaster Administration - Disaster Manual - Disaster Drill. TRIAGE

**SUGGESTED READINGS:**

1. Shailendra K. Singh, Safety & Risk Management, Mittal Publishers – 2006.
2. J.H. Diwan, Safety, Security & Risk Management, APH – 2005.
3. Stephen Ayers & Garmvik, Text Book of Critical Care, Holbook and Shoemaker, 2006.
4. Community Medicine – Recent Advances by AH Suryakantha – Published by Jaypee Brothers Medical Publishers (P) Ltd., New Delhi – 2008.
5. Hospital Administration – by D.C. Joshi & Mamta Joshi – Published by Jaypee – New Delhi – 2009.

**Subject Code : MANB-526HM : LEGAL AND ETHICAL ISSUES FOR HOSPITALS**

*Objective: The Hospital being a part of the larger socio political set up the student will be exposed to the legal and ethical issues pertaining to the Hospitals.*

**UNIT-1:**

Establishment, Registration and Regulation of Health Care Organization: Registration and Regulation of Healthcare organization under Maharashtra Private Medical Care Establishment Act 2002; Formation of Health care Organization under Partnerships and Corporate basis (private and public) and compliance with Medical Council of India Act.

**UNIT-2:**

Hospitals and Labour Enactments: Hospital as an Industry - Unrest in Hospitals - Dispute Settlement Mechanism, Arbitration, Conciliations and Adjudication of Disputes; Role of Trade Unions, Unfair Labour Practices and Victimization - Disciplinary Actions - Requisitions of a valid disciplinary enquiry - Service Conditions - Retrial benefits - Social Security and Insurance.

**UNIT-3:**

Hospital Services and Law: Contractual obligations in Hospital Services - Requisites of a valid contract - Hospital as a 'bailee' - Physicians - Patient relations - duties towards patients by medical and Para-medical staff - medical ethics and code of conduct to be observed in rendering hospital services, MCI Guidelines, OATHS.

**UNIT-4:**

Medico Legal Issues: Police Investigation - Giving evidence - Court deliberations organ transplantation - Euthanasia (mercy killing) - Diagnosis, prescriptions and administration of drugs - Post treatment services - Anesthesia, Surgery and sale of drugs.

**UNIT-5:**

Liability of Hospitals: contractual liability - Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortious liability and vicarious liability. Legal remedies available to patients. Remedies under contract law, tort, criminal law and consumer protection act. CP Act, RTI.

**SUGGESTED READINGS:**

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
3. Encyclopedia of Bio-medical Ethics - Two Volumes.