

# Chaudhary Charan Singh University, Meerut



**Ordinance  
For  
Business of Business Administration  
(Hospital Administration) 3-year full time**

**Offered by**

**Institute of Business studies  
Ch. Charan Singh University Campus, Meerut**

## **Ordinance**

1. This program shall be known as **BACHELOR OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION) 3-YEAR COURSE**. This course shall be a 3 years full time BBA course with specialization in Hospital Administration.
2. After passing of **BBA (Hospital Administration)** students shall be given preference for admission to **MBA (Hospital Administration) of the department**, over those coming from other universities.

### **3. Admission**

Admission to the BBA (HA) 1<sup>st</sup> semester will be made as per the rules prescribed by Ch. Charan Singh University, Meerut.

#### **3.1. Eligibility for Admission**

**For direct admission through merit list after counseling:**

- 3.1.1 For admission to BBA (HA) 1<sup>st</sup> semester a candidate should have passed Intermediate or Higher Secondary (10+2 or equivalent examination with humanities/ science/commerce with 50% (45% marks for SC and ST candidates) marks in aggregate.
- 3.1.2 . The academic Council shall have power to amend or retreat eligibility criteria laid down at clause 3.1 and can redecide mode of admission withstanding conditions applicable to CCS University courses from time to time.

### **4. Duration of course**

- 4.1 Total duration of the BBA (HA) which shall run under the self-financing scheme on regular mode with other program of the university. BBA (HA) shall be 3 years duration with six semesters.
- 4.2 There shall be an intake of 60 students/batch in BBA(HA) 1st semester.
- 4.3 Each year shall be comprised of two semesters. Each semester shall have teaching for minimum 90 working days including assessments or as prescribed by A.I.C.T.E. /UGC/State Govt./ CCS University.
- 4.4 A candidate, who has failed twice in first year of BBA (HA), due to any reason (either due to his/her non-appearance or he/she is not being permitted to appear in semester examinations) shall not be allowed to continue his/her studies.
- 4.5 The maximum time allowed for completing the BBA (HA) shall be four years.

### **5. Curriculum:**

- 5.1 The 3 years curriculum has been divided into six semesters and shall include lectures, tutorials, practicals, seminars, workshops and related projects in addition to industrial training and educational tour etc. as defined in the schedule of instructions, examinations/executive instructions issued by C.C.S university from time to time.
- 5.2 The curriculum will also include other curricular, curricular and extra-curricular activities as prescribed by the C.C.S. University.
- 5.3 Total teaching hours for each subject shall be minimum three hours per week.

### **6. Attendance:**

- 6.1 Every student is required to attend all the lecture, tutorials, practical and other prescribed curricular and co- curricular activities. The attendance can be condoned up to 5% on medical grounds or for other

genuine reasons beyond the control of students. A minimum of 75% attendance is mandatory.

6.2 A further relaxation of attendance up to 5% for a student can be given by the Vice Chancellor provided that he/she has been absent with prior permission of the Head of the department for the reasons acceptable vide University norms.

6.3 No student will be allowed to appear in the sessional exam and subsequently in semester examination if he/she does not satisfy the overall average attendance requirement of clauses 6.1 and 6.2.

6.4 The attendance shall be counted from the date of execution of classes/admission as notified by SCRIET/CCS University.

## **7. Examination:**

7. The performance of a student in a semester shall be evaluated through continuous assessment and end semester examination. The continuous assessment shall be based on sessional tests, assignments/tutorials, quizzes/viva-voce seminars and attendance, the marks for continuous assessment (sessional marks) shall be awarded at the end of the semester. The end semester examination shall be conducted by means of written papers, viva-voce and inspection of certified course work in classes, project work, and design reports or by means of any combination of these methods.

7.2 The distribution of marks for sessional, end semester theory papers and other examinations, comprehensive viva and project shall be as per the prescribed scheme of examination with 30% for internal and 70% for external examination.

7.3 The maximum marks of a theory subject shall consist of marks allotted for end semester theory paper examination and sessional work in the scheme of examination.

7.4 The minimum pass marks in each theory subject (including sessional marks) shall be 40% in each theory paper that have to be obtained separately in sessional and end semester examination. If there is no provision of sessional marks in any theory subjects, the minimum pass marks in that theory subject shall be 40% as required in end semester examination.

7.5 The minimum pass marks in a comprehensive viva project shall be 50%.

7.6 A candidate in order to pass must secure 40% marks in the aggregate of a particular academic year inclusive of both semester of that academic year.

7.7 The evaluated answer scripts shall be shown to the students at specified time & date.

## **8. Promotion:**

8.1 A Candidate satisfying all the requirements mentioned under clause 7 shall be promoted to next academic years of study.

8.2. (a) A candidate shall be eligible for provisional promotion to the next academic year of study provided:

i. He/she fails to satisfy the requirements of clause 7.4 and 7.5 in not more than 3 subjects in one semester and not more than 5 theory/practical/project subjects on the basis of combined results of both semester examinations of a particular academic year.

ii. He/she fails to satisfy the requirements of clause 7.4 and 7.5 (theory and/or practical/project subject) in not more than 4 theory/practical/project subjects in addition he/she fails to satisfy requirement of clause 7.6 (aggregate marks in the combined result of both semester examinations of a particular academic year. In such a case aggregate marks shall be treated as one theory subject.

(b) If a candidate satisfies the requirement of clauses 7.4 and 7.5 but fails to satisfy the requirement of

clause 7.6, he/she shall be eligible for provisional promotion with carry over. He/ She may choose up to maximum of any five theory papers of that particular academic year and per his/her choice to pass the examination of that year.

## **9. Results:**

9.1 The result of a candidate shall be declared on the basis of performance of both semester of the same academic year. However, a final year student, who is not permitted in any one of the final year semester examinations due to shortage of attendance will be permitted in that particular semester of the next academic session to study as a regular student and appear at that semester examination.

9.2 Result of the BBA (HA) Final year shall be declared on the basis of working out Grand Total by adding marks of all the years of study in the following ways –

I Year	100% of aggregate marks
II Year	100% of aggregate marks
III year	100% of aggregate marks

## **10. Award of Division:**

10.1 The division shall be awarded on the basis of final year result which includes aggregate of all the 6 semester marks respectively for BBA (HA) course.

10.2 If a candidate passes all examinations and secures 45% or more marks but less than 60% of the Grand Total, he/she shall be placed in SECOND DIVISION.

10.3 if a candidate passes all examinations and secures 60% or more marks of the Grand Total, he/she shall be placed in FIRST DIVISION.

## **11. Grace Marks:**

11.1 A candidate may be awarded grace marks up to a maximum of total 15 marks, in maximum six subjects in BBA (HA) 3 years course. The grace marks shall not be more than three marks in any subject including theory papers, practical, project and seminar, industrial training and /or aggregate marks in each academic year provided he/she can be declared to have passed the academic year by the award of these marks.

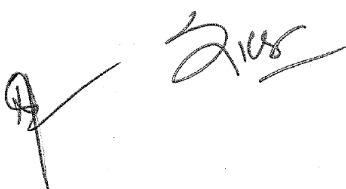
11.2 The grace marks shall not be added to the aggregate marks.

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## INDEX

		Internal	External	Total
	<b>BBAHA- FIRST SEMESTER</b>			
BHI- 101	Introduction to Human Anatomy	30	70	100
BHI- 102	Communicative English in Organization	30	70	100
BHI- 103	Basics of Mathematics and Statistics	30	70	100
BHI- 104	Fundamental of Marketing	30	70	100
BHI- 105	Introductions to Healthcare Organization	30	70	100
BHI- 106	Financial Accounting	30	70	100
008	Environmental Studies	External only	Qualifying	100
	<b>BBAHA- SECOND SEMESTER</b>			
BHI- 201	Introduction to Human Physiology and Biochemistry	30	70	100
BHI- 202	Fundamentals of Hospital Administration	30	70	100
BHI- 203	Organizational Behaviour	30	70	100
BHI- 204	Introduction to Information Technology	30	70	100
BHI- 205	Principles and Practices of Management	30	70	100
BHI- 206	Introduction to Economics	30	70	100
	<b>BBAHA- THIRD SEMESTER</b>			
BHI- 301	Introduction of Preventive and Social Medicine	30	70	100
BHI- 302	Bio- Medical Instrumentation	30	70	100
BHI- 303	Hospital Planning	30	70	100
BHI- 304	Services Management	30	70	100
BHI- 305	Communicative Hindi in Organization	30	70	100
BHI- 306	Human Resource Management in Hospitals	30	70	100
	<b>BBAHA- FOURTH SEMESTER</b>			
BHI- 401	Introduction to Pathology and Microbiology	30	70	100
BHI- 402	Management of Quality	30	70	100
BHI- 403	Indian Ethos and Ethics In Healthcare	30	70	100
BHI- 404	Fundamental of Financial Management	30	70	100
BHI- 405	Medical Laws	30	70	100
BHI- 406	Materials Management	30	70	100
	<b>BBAHA- FIFTH SEMESTER</b>			
BHI- 501	Introduction to Pharmacology	30	70	100
BHI- 502	Marketing of Hospital Services	30	70	100
BHI- 503	Human Resource Development	30	70	100
BHI- 504	Disaster Management	30	70	100
BHI- 505	Employee Relation and Labour Laws	30	70	100
BHI- 506	Comprehensive Viva- Voce + Industrial Training			100

	Report			
	<b>BBAHA- SIXTH SEMESTER</b>			
BHI- 601	Hospital Operations- Clinical Services	30	70	100
BHI- 602	Customer Relationship Management	30	70	100
BHI- 603	Supply Chain Management and Logistics	30	70	100
BHI- 604	Relational Database Management System	30	70	100
BHI- 605	Health Policy and Administration	30	70	100
BHI- 606	Major Research Project	30	70	100
BHI- 607	Comprehensive Viva- Voce.			100



**FIRST YEAR SEMESTER- 1**  
**BHI- 101: INTRODUCTION TO HUMAN ANATOMY**

**Course Objective:** The objectives of the course are to enable students to learn and have a good understanding of Human Anatomy as is necessary to understand human body organization and for further understanding of medical subjects as Hospital Administrators.

**COURSE CONTENT**

**Unit- 1: General Anatomy:** Introduction to the human body General anatomical terms

**Unit- 2: Osteology:** Major bones in human body, Joints- types and structure of synovial joints like Hip, Knee, Shoulder Joints, Muscles—major muscles of upper and lower limbs

**Unit- 3: The Nervous System:** Nerves and synapses, functions of the nervous system, The central nervous system and major functions, The peripheral nervous system and major functions The autonomic nervous system and major functions The somatic nervous system and major functions Sensory, motor, sympathetic and parasympathetic divisions

**UNIT- 4: Major Organs:** Heart, Lungs, Liver, Pancreas, Kidney, Anterior and posterior abdominal wall, Skin.

**UNIT- 5: The Genitourinary System:** Male genitourinary system, organs and their functions, Female genitourinary system, organs and their functions

**Recommended Books:**

- 1 Essentials of Human Anatomy- I B Singh Jaypee Bros.
- 2 . Human anatomy by B. D. Chaurasia
3. Notes and material provided by concerned faculty
4. Internet and other resources



## **BHI- 102: COMMUNICATIVE ENGLISH IN ORGANIZATION**

**Objective:** To acquire the basic of interpersonal communication and public speaking in English, so as to improve his communication skills and ability to understand others.

### **COURSE CONTENT**

**Unit- 1: Communication:** definition, Process, Model, Objectives, principles of effective communication, feedback; **Factors Affecting Communication:** Perception & Reality, Physical, Organizational, Psychological & Socio- cultural, Barriers, Effective listening(Essentials & Types), Reading(Comprehension & its Strategies).

**Unit- 2: Forms of Communication:** Verbal, Non- verbal, Formal, Informal, Internal, External; **Designing for Effective Communication:** techniques of Oral Presentations, transactional Analysis, composition process, approaches during Interviews, mention the purpose (establishing the main idea), analyzing the audience; **Communication Networks:** Selecting the appropriate Channel & Medium, Meeting Etiquettes.

**Unit- 3: Mechanism of business Writing: Approaches:** Direct, Indirect and Persuasive styles; **Types:** Cover letters (Steps for writing letters- opening paragraph, Summarizing the key selling points, closing paragraph writing), Resumes, report & proposals, Drafting ( e- mails, memos), Paragraph Writing, Precise- writing, Application.

**Unit- 4: Negotiation Skills:** Basic principles, Essentials, Barriers, Process of Negotiation (Preparation developing a strategy, getting started, building understanding, Bargaining, Closing).

**Unit- 5: Contemporary Trends:** Technology enabled communication, Introduction of Corporate communication, Business communication(Importance & Ethics).

### **Recommended Books:**

1. William V. Ruch, business Communication, Maxwell. Macmillan, New York, 1991,
2. Eani Arredono, The McGraw- Hill 36- Hour Course: Business Presentation, McGraw- Hill, New York, 1994,
3. Bill Scott, the Skills of Communication, Jaico, Bombay, 1995,
4. Ronald E. Dulken and John S. Fielden, Principles of business Communication, McMillian, New York, 1990.
5. Effective Technical Communication by M Ashraf Rizvi,
6. Business Communication by Raman & Singh.

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## **BHI- 103: BASICS OF MATHEMATICS AND STATISTICS**

**Course Objective:** The objectives of the course are to enable students to learn and to have a good working practice of mathematical & Statistical tools for taking appropriate decisions in managerial situations.

### **COURSE CONTENT**

**Unit- 1: Number Systems Set, Relations and Functions. Series and Sequence, A P, G. P, and H. P Compounding and Discounting, Annuity.**

Introduction of Number Systems and Set Theory; Series and Sequence:- Introduction of A. P. , G. P. , and H. P. ; Simple & Compound Interest and Discounting.

**Unit- 2: Correlation & Regression:-** Meaning and types of Correlation & Regression and application; Permutation & Combination:- Meaning, Introduction and application.

**Unit- 3: Matrix and Determinant:-** Definition of Matrix and Determinant. Algebra of matrices and determinants, Inverse of matrix, Rank of matrix, Managerial applications.

**Unit- 4: Introduction to Statistics,** Collection and tabulation of Statistical data, Introduction- Arithmetic mean, median, mode, Central Tendency- Range – Standard Deviation – Mean Deviation.

**Unit- 5: Sampling procedures-** Hypothesis testing- Large sample Test- Small sample test- T, F, Chi – square (without proof). Scope, function and limitation of statistics, Rate of statics in decision making

### **Recommended Books:**

1. Business Mathematics – P. R. Vittal
2. J. K. Sharma- "Mathematics for Management and Computer Application", Galgotia Publication Pvt. Ltd. , New Delhi.
3. Business Mathematics – D. C. Sancheti and V. K. Kapoor
4. S. C. Gupta- Fundamental of statics, Himalya Publishing
5. Business mathematics & Statistics- P. R. Vittal
6. Business Statistics- S. C. Gupta & V. K. Kapoor

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## **BHI- 104: FUNDAMENTALS of MARKETING**

**Objective:** To introduce and learn the basic principles of marketing management for the students of hospital administration.

### **COURSE CONTENT**

**Unit- 1: Marketing:** Definition, **nature, scope& importance**, marketing management; **concepts:** selling, production, modern marketing, societal marketing; Philosophies;, Segmentation; market targeting;

**Unit- 2: Buyers' Behaviour: Importance of understanding:** consumer behaviour, Buying behaviour, Cultural influence, Social class Influence, Decision making process in buying.

**Unit- 3: Marketing Research:** Importance, process( Planning & formulation of Research Projects), scope, Investigation procedure, collecting data (methods, Analysis & Evaluation), .

**Unit- 4: Marketing Mix: Product:** Product Mix, New Product Develop, levels of product, types of product, Product Life Cycle, branding & packaging; **Distribution:** concept, importance, Channel (Advertising, Physical distribution, Personal Selling and Publicity).

**Unit- 5: Price:** Meaning, objective, Factors affecting pricing, pricing approaches Product Concept, Pricing decision; **Promotion:** Promotion mix, tools, objectives, media selection, Sales Promotion, Demand elasticity.

### **Recommended Books:**

1. Philip Kotler /"Principles of Marketing", Prentice Hall India
2. Notes and material provided by concerned faculty
3. Internet and other resources

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## **BHI- 105: INTRODUCTION to HEALTHCARE ORGANIZATION**

**Course Objective:** The objectives of this course are to help students to learn and understand Health & Hospital industry so that they get an overview and get oriented to the basics of Health and Hospital Administration.

### **COURSE CONTENT**

**Unit- 1: Health Sector:** Meaning & concept of Health, Disease, Care & Administration. Role and Place of Hospital in Health Spectrum, Health Indicators & their importance.

**Unit- 2: Health Administration in India:** An overview. Medical Care including the role of State, Local Self Governments, NGO's, Private and Corporate sector, and Community at large.

**Unit- 3: Hospital Sector:** Introduction: Meaning of Hospital, Role of Hospital in Society, Functions of Hospital, Classification.

**Unit- 4: Organizational Structure of Hospital,** Services including Clinical, Administrative and Supportive Services managed by the Hospitals.

**Unit- 5: Hospital Information System (HIS):** An overview Role of Hospital Administrator, Patient's Bill of Rights, Responsibilities of Hospital Administration & Ethical Values in brief. Control Measures, MRD, Audits: An overview Standard Operating Procedures (SOP's), their meaning & significance Administrative Process and Flow Charts.

### **Recommended Books:**

1. K. Park, "Text Book of Preventive and Social Medicine 2 . B. K. Mahajan Text Book of Preventive and Social Medicine
3. B. M. Sakharkar "Principles of Hospital Administration and Planning,
4. Kunders: Hospital planning & hospital Management
5. Me. Caullay: Hospital Administration and Planning
6. Notes and material provided by concerned faculty
7. Internet and other resources

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## **BHI- 106: FINANCIAL ACCOUNTING**

**Course Objective:** The objective of this course is to demonstrate a critical understanding of the Basics of Accounting and the importance of Double Entry BookKeeping. Analyzing the various transactions, preparing Final Accounts and arriving at the net profits, reconciling the difference between the cash book and pass book. Understanding the role of wear and tear in machines and need for replacing the machinery at the appropriate time and use them as a tool of decision making. help students to acquire basic accounting concepts and use them as a tool of decision making.

### **COURSE CONTENT**

**Unit- 1: Introduction to Accounting:** Meaning of Accounting, The process of Accounting, Advantages of Accounting, Financial Accounting, Financial Statements, Uses of Financial Statements, and Limitations of Accounting. Relationship with other functional areas.

**Unit- 2: Accounting concepts and Mechanics:** Generally Accepts Accounting Principles (GAAP), Basic Concepts, Concepts of Double entry system of accounting rules of debit credit entries, types of accounts, Journalizing the transactions, posting entries in ledger accounts and concept of trial balance, Cash Books, Subsidiary Books.

**Unit- 3: Preparation of Financial Statements,** Trading Account, Profit and Loss Account, Balance Sheet and Adjustment Entries.

**Unit- 4: Bank Reconciliation Statement.**

**Unit- 5: Depreciation:** Meaning, Objectives, Types – Straight Line Method, Written Down Value method, Sinking fund Method and Annuity Method of Depreciation. Methods of Depreciation.

### **Recommended Books:**

1. T. S. Grewal, Introduction to Accountancy, Sultan and Sons, New Delhi.
2. T. S. Grewal, Double Entry System of Book Keeping, Sultan Chand and Sons
3. Maheswari, Financial Accounting, Vikas Publications, New Delhi.

E Books

1. <https://corporatefinanceinstitute.com/resources/ebooks/>
2. <https://www.saylor.org/site/textbooks/financial%20Accounting.pdf>

MOOC

1. <https://www.mooc-list.com/course/introduction-financial-accounting-coursera>

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**008- Environmental Studies as per University curricula (qualifying Compulsory paper)**

## FIRST YEAR SEMESTER- 2

### BHI- 201: INTRODUCTION TO HUMAN PHYSIOLOGY and BIOCHEMISTRY

**Course Objective:** To enable students to learn and to have a brief understanding of Human Physiology and Biochemistry as is necessary for Hospital Administrators.

#### **COURSE CONTENT**

##### **Unit- 1: Introduction:**

- a) General Physiology & Biochemistry Physiology with special reference to Human Body, Principles of bio- physics as applicable to the human body.
- b) Biochemistry- Enzymes- types, Mechanism of action, co- enzymes Structure and functions of carbohydrates, lipids, amino acids, proteins and nucleic acids. Vitamins and minerals; electrolytes.

##### **Unit- 2: Digestive and circulatory system:**

- a) The Gastro- intestinal System Physiology of gastro- intestinal system and its applied aspects; physiology of liver and pancreas
- b) The Circulatory System Composition of blood, functions of all components of blood Blood groups Cardiac Cycle, Blood Pressure and ECG Lymphatic system.

**Unit- 3: The Endocrine System** Hormones, classification of hormones and their role in controlling body activities. Hypo- and hyper secretion of hormones and its clinical consequences.

**Unit- 4: Physiology of the nervous system;** CNS- functions of different parts of the brain, Thermoregulation in human body, Autonomic nervous system- sympathetic and parasympathetic systems and their applied physiology; excitable tissue- nerve and muscle.

##### **Unit- 5: More about the Human Body**

- a) Respiration and its physiology with regard to its clinical application; diseases of respiratory system; artificial ventilation, Acid Base Balance
- b) Excretory system in humans including applied aspects
- c) Physiology of reproduction in humans- menstrual cycle.

#### **Recommended Books:**

1. Human Physiology by Guyton
2. Human Physiology By Chatterjee.



## **BHI- 202: FUNDAMENTALS of HOSPITAL ADMINISTRATION**

**Course Objective:** The aim of this course is to enable the participants to understand the principles and practice of hospital administration and its application in hospitals, managing hospitals by understanding the complexity, levels and role of hospital administrator & understand the current issues that have an implication in administration.

### **COURSE CONTENT**

**Unit- 1: Management Concepts and Theories:** Management and Organizations, Management Role, Levels of Managers and Management Skills, Classical School, Behavior School, Management Science School.

**Unit- 2: Management Functions and Process:** Planning, Organizing, Staffing, Directing, Controlling.

**Unit- 3: Services, Health and Hospitals:** Services, Classification of Service Organization, Characteristics, Challenges.  
History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health, Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization.

**Unit- 4: Hospital Management:** Levels and Roles, Governing Board, Executive Board and Advisory Board CEO, Medical Administration, Nursing Administration and Hospital Administration. Middle Level Managers in Hospital and their Responsibilities.

**Unit- 5: Current Issues:** Accreditation, Tele health, Health Tourism, Health Insurance and Managed Care, Disaster Management, Hospital Wastes Management.

### **Recommended Books:**

1. Stephen P. Robbins and Mary Coulter, Management, Prentice Hall of India Pvt. Ltd. , New Delh,
2. J. E. Park and K. Park, Textbook of Preventive and Social Medicine, M/S Banarsidas BHInot Publishers, Jabalpur,
3. Elaine La Monica, Management in Health Care (Macmillan Press Ltd, London.
4. B. M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd. , New Delhi)
5. C. M. Francis and et al. , Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd. , New Delhi,
6. S. Srinivasan (ed. ), Management Process in Health Care, Voluntary Health Association of India, New Delhi.



## BHI- 203: ORGANIZATIONAL BEHAVIOUR

**Objective:** To develop understanding of the students- in individual and group behavior in organizational set- up.

### COURSE CONTENT

**Unit- 1: Introduction to Organizational Behavior:** Concept, nature, characteristics, conceptual foundations, determinants and importance; **Concept of:** knowledge, management & emotional Intelligence (in contemporary business organization).

**Unit- 2: Individual Behavior:** Individual behavior, Personality, Perception (its role in individual decision making), Learning, Motivation; **Theories:** Hierarchy of needs theory, Theory X and Y, Motivation (Hygiene theory), Vroom's Expectancy theory.

**Unit- 3: Motivation and Leadership: Motivation:** Concept, principles, theories (content and process), **Types:** Monetary and non- monetary motivation; **Leadership:** Concept, functions, styles, and theories of leadership (trait, behavioral & situational).

**Unit- 4: Group Behavior:** Definition, classification, types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter group problems in organizational group dynamics, Management of conflict.

**Unit- 5: Management of Change:** Change and Organisational development, Resistance to change, Approaches to managing organizational change; **Organisational:** effectiveness, culture, Power & Politics in Organisation, Quality of work life; Recent advances in OB.

### Recommended Books:

1. Davis Keith, Human Behaviour at Works: Organizational Behaviours, Tata McGraw- Hill. New Delhi.
2. Pareek Udai, Behavioural Process in Organizations. Oxford and IBH, New Delhi.
3. Robbins S. P. , Organizational Behaviour, Pearson Education, New Delhi.
4. Luthans Fred, Organizational Behaviour, McGraw Hill, New Delhi. S.
5. Chandran J. S. , Organization Behavior, Vikas Publishing House.





## **BHI- 204: INTRODUCTION TO INFORMATION TECHNOLOGY**

**Objective:** To provide basic concepts of information technology and its applications so as to enable them to make more efficient use of IT.

### **COURSE CONTENT**

**Unit- 1: Information Technology:** Concept, Definition, Characteristics, relevance in information age, Interpretation & elaboration of IT.

**Unit- 2: Introduction to Computers: Computers:** Classification, Components; **Types of Languages:** High level, low level (with examples). **Software:** System & Application Software; **Networking:** concepts, Classification, Internet & intranet, search engines (meaning & use); **Practical:** on Internet using emails; **Computer Security:** meaning, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification & Authentication, Security Awareness & Policies.


**Unit- 3: MS Word: Meaning & use of following Basic tools:** Legal Numbering, Understanding Styles, Sections & Section Breaks, Headers & Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes & Troubleshooting Track Changes, Compare & Merge Documents, Send for Review & Comments, Mail Merge Tool.

**Unit- 4: MS Excel: Meaning & use of following Excel basics:** Spreadsheets, (Rearranging, Worksheets, Excel formatting techniques, using formulas & functions); Uses in business

**Unit- 5: MS Power Point: Meaning & use of following basic tools:** Navigation, Views, Design Templates, Clip art, images, diagrams, Charts & Graphs, Drawing Tools, Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations.

### **Recommended Books:**

1. The Internet Complete- Pearson Education
2. Computer Today- Suresh Basandra, Galgotia Publication.
3. P. K. Sinha: Fundamental of Computers, BPB Publishers.
4. A. Leon & A. Leon: Internet for Everyone, Leon Tech World.
5. Curtin, Foley, Sen & Martin: Information Technology, Tata McGraw Hill.

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## BHI – 205: PRINCIPLES and PRACTICES of MANAGEMENT

**Course objective:** This course intends to familiarize and develop understanding of the students of basic principles and practices of management for efficient administration of hospital and delivery of healthcare services.

**Unit- 1: Management:** Concept, nature and importance; management versus administration; Management skills, Levels of management; Evolution of management, early contributors, Taylor's scientific management theory, Fayol's principle of management. Hawthorne experiments and human relations, social system approach; Business ethics and social responsibility; Modern healthcare management.

**Unit- II- Management Functions-** Introduction to functions of management; Planning: nature, scope and its significance; types of plans. planning process, barriers to effective planning and decision making. Process organizing- concept. forms of organizational structure, departmentalization, span of control, delegation of authority, authority and responsibility, organizational design

**Unit- III: Staffing and directing:** Concept, system approach, manpower planning, job design, recruitment and selection, training and development, performance appraisal. Directing: Concept, direction and supervision; Motivation: Concept, motivation and performance, theories of motivation, approaches for improving motivation, pay and job performance, quality of work life. morale building.

**Unit- IV: Leadership:** Concept. Functions, styles and theories. Communication: Process. importance. channels, barriers to communication. Communication and management ; role of communication in managerial effectiveness.

**Unit- V: Controlling:** Meaning, steps in control process, need for control, types of control methods, essentials of effective control systems, problem in central process. Control techniques.

### Recommended books

1. Prasad L, M. Principles of management. S. Chand and Co.
2. Turner, Freeman and Gilbert Jr Management, Prentice- Hall of India
3. Koontz, Principles of Management. Tata McGraw- Hill
4. Robbins S. P. and Decenzo David A. Fundamentals of Management: Essential Concepts and Applications. Pearson's education
5. Notes and material provided by concern faculty.

Internet and other resources



## **BHI- 206: INTRODUCTION TO ECONOMICS**

### **Course Objective:**

To understand the basic economics and difference of micro and macro-economics with different authors. Examining the importance of demand and supply with the demand forecasting. Analyzing the producers equilibrium and production, cost relations with its proportions, understanding pricing policy with various market structures and its types and their applications in managerial decision making.

### **COURSE CONTENT**

**Unit- 1: Economics-** Wealth, Welfare and Scarcity Views on Economics, Positive and Normative Economics Definition, scope and Importance of Business Economics, Concepts: Production Possibility frontier, economic growth & stability, Micro economies and Macro economies

**Unit- 2: Demand Functions:** Circular Flow of Activity, Nature of the Firm, Objectives of Firms, Demand Analysis and Estimation- Individual, Market and Firm demand Determinants of demand Elasticity measures and Business Decision Making, Demand Forecasting.

**Unit- 3: Production and Cost Function:** Law of Variable Proportion, Laws of Returns to Scale, Producer's equilibrium, economies and diseconomies of scale, Relation between Production and cost function, cost analysis, short- run and long- run, Break Even Analysis.

**Unit- 4: Pricing Policy-** Determination Under Different Markets Market Structure- Perfect Competition Monopoly, Monopolistic Competition- Duopoly- Oligopoly- Pricing and Employment of Inputs Under Different Market Structures, Price Discrimination- Degrees of Price Discrimination.

**Unit- 5: Introduction to National Income Concepts-** Models of National Income Determination, Economic Indicators- Technology and Employment, Issues and Challenges, Business Cycles- Phases- Management of Cyclical Fluctuations, Fiscal and Monetary Policies.

### **Recommended Books:**

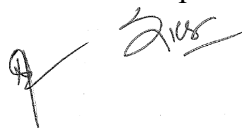
1. Micro Economics- H. Gravelle, R. Rees, Pearson Education
2. Managerial Economics, Tata McGraw- Hill, New Delhi Moyer & Harris,
3. Macro Economics: Theory & Applications- D. N. Dwivedi, Pearson Education
4. Managerial Economics, Cengage Learning, Newdelhi, 2005
5. Managerial Economics, Tata McGraw- Hill, Newdelhi, 2011
6. Principles of Economics- Karl E. Case, Ray C. Fair, Pearson Education
7. Indian Govt. and Politics- J. C. Jhory

### **E BOOKS**

1. <http://www.eighbooks.com/read-now.php?q=principles-of-microeconomics-7th-edition>
2. [https://www.doviak.net/microbook\\_3e.pdf](https://www.doviak.net/microbook_3e.pdf)

### **MOOC**

- 1 <https://www.mooc-list.com/course/microeconomics-principles-coursera>



**SECOND YEAR SEMESTER- 3**  
**BHI- 301: Introduction of Preventive and Social Medicine**

**Course Objectives:** The objectives of the course are to enable students to learn preventive and social medicine necessary for hospital administrators.

**Course content:**

**Unit- 1: Introduction-** community medicine and public health. Modes of transmission of diseases- communicable and non- communicable diseases.

**Unit- 2: a) Water borne diseases:** Typhoid, cholera, control and prevention of water borne diseases.

b) **Droplet infections**(airborne): Mode of spread and control. Tuberculosis and national TB Control Programme, RNTCP.

c) Viral diseases: Measles, Viral hepatitis.

**Unit- 3: a) Diseases transmitted through vector and their control:** Malaria and modified Malaria Control Programme, Filaria and Filaria Control Programme.

b) Diseases transmitted through contact- leprosy, leprosy eradication program.

c) Sexually transmitted diseases- Transmission and control, treatment and control, AIDS and Hepatitis B.

**Unit – 4: Non- Communicable Diseases:** Heart disease, Diabetes mellitus, cancer, accident

**Unit – 5: Family Welfare services:** Population control, reproductive and child health program, ICDS- concept and need.

**Recommended Books:**

1. K. K. Park, " Textbook of Preventive and Social Medicine", XVIIth Edition.
2. B. K. Mahajan- Textbook of Preventive and social medicine.

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## **BHI- 302: BIO- MEDICAL INSTRUMENTATION**

**Course Objective:** The objective of the course is to enable students to have a good understanding of Bio-medical instrumentation as is necessary for a hospital administrator.

### **Course content**

**Unit- 1: Diagnostic Equipment:** Blood pressure monitors – Electrocardioscope - Pulse Oximeter - pH meter - Auto analyzer.

**Unit- 2: Nerve and muscle stimulators** - Dialysis machines - Surgical diathermy equipments – Nebulizer; inhalator - Aspirator – Humidifier - Ventilator and spirometry. plethysmography, E. C. G. , E. M. G.

**Unit- 3: Introduction to Artificial intelligence** and robotics use in hospitals. Telemedicine, video conferencing, endoscopes surgery and microsurgery.

**Unit- 4:** Therapeutic equipments: Pacemakers, defibrillators, laser applications in biomedical. Artificial kidney and dialysis. X- ray computed topography. Magnetic resonance ultrasonic imaging systems. Ultrasound in medicines.

**UNIT- 5: biomedical equipment requirement to hospitals,** equipment selection and maintenance, maintenance contracts and software model.

### **Recommended books:**

1. LL. Cromwell, F. J. Weibell and E. A. Pfeiffer: " biomedical instrumentation and measurements, PHI.
2. R. S. Khandpur: " handbook of Biomedical instrumentation" TMH

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## **BHI- 303: HOSPITAL PLANNING**

**Course Objective:** The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals. The students can gain and understand of the event which occur in day to day working of healthcare organisations. Students are expected to develop a diagnostic and problem solving approach.

### **Course Content:**

**Unit- 1: Hospital planning:** Planning as a management function, hospital planning- meaning and scope, steps of hospital planning from Idea to inauguration of hospital, concept of building a hospital-availability of finance and land land feasibility studies, catchment area and demand analysis, site surveys-physical environment, possibility for extension; utilities- water, electricity, sewer Lines, telephones, transportation, etc.

**Unit- 2: Guiding Principles in planning hospital facilities and services:** Planning of type, size and facilities for hospital, facility master plan, design (internal and external aspects), design team- role and criteria for the choice of architect, role of engineers and Hospital administrator in hospital planning and designing. In the planning stages; preliminary sketches; final plans, working, drawing, specification, construction problems, and contract modifications.

**Unit- 3: Planning for Equipment:** Repairing equipment list for the new hospital- built- in equipment, non-expendable/ imported, expendable equipment, capital equipment.

**Unit- 4: Role of Administration:** Role of Administration in building a hospital planning of specified hospitals- 1000 bed Hospital teaching for general/ 500 bed Hospital/ 200 bed Hospital. Special Hospitals: Primary Health Centre and community health centre. Alteration and addition in and existing Hospital planning, the maintenance department, engineers office, workshop of various types.

**Unit- 5: Concept and role of hospital consultancy:** Hospital policies and other guidelines, planning for Research and Education facilities, future expansion plans, Accreditation planning. Recent trends in hospital planning, pros and cons of modular structures. WHO Standards and recommendations, national and international standards.

### **Recommended books:**

1. Modern trends in hospital planning by Shakti Gupta- jaypee Publications
2. Kunders: Hospital planning and hospital management
3. Mc. Caullay: Hospital administration and planning

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## **BHI- 304: HEALTH SERVICES MANAGEMENT**

**Course Objective:** The course is to expose students the nature of industrial and service market and develop abilities to help them apply marketing concept in these markets.

### **Course Contents:**

**Unit- 1: Introduction to services:** Service sector and economic growth, sunset characteristics and classification of service, challenges in service marketing: Segmentation, differentiation and positioning of services

**Unit- 2: Marketing mix in services:** Marketing: Product, price, place, promotion, people physical evidence, and process decisions

**Unit- 3: Designing a service strategy:** Service Management process: Internal, external corner and interactive marketing strategies.

**Unit- 4: Managing service quality and productivity:** Concept, dimensions and processes, service quality model (Gronos and Parsuraman), application and limitations, productivity in services.

**Unit- 5: Applications of service marketing:** Marketing of financial, hospitality, health, educational and professional services, marketing for nonprofit organisations and NGOs.

### **Recommended Books:**

1. Hristopher H. Lovelock, "Services marketing", new Delhi; prentice Hall of India, 3rd edn. , 1996.
2. Ravi Shankar, " services marketing", New Delhi, global press, second Edition. 1998.
3. V. A. Zeithamalamd M. J. Bitner, " Services marketing: Integrating customer across the form", McGraw Hill, 2002.

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## **BHI- 305: Communicative Hindi in Organization**

**अध्ययन का उद्देश्य:**— इस प्रश्नपत्र का मुख्य उद्देश्य विद्यार्थियों में हिंदी संप्रेषण कला को विकसित एवं वर्धित करना जिससे वे संगठन में अपनी बात स्पष्टता से प्रस्तुत कर सकें व सुगठित संवाद स्थापित कर सकें।

**अध्ययन विषयवस्तु:**—

- 1- **परिचय:**— संप्रेषण की परिभाषा, संप्रेषण के प्रकार, संप्रेषण के उद्देश्य, सिद्धांत, महत्व एवं प्रभावी तथा बाधाकारी करक, संचार मॉडल, प्रभावी संवाद स्थापना के प्रकार एवं लक्षण, अध्ययन की कलाएं व रणनीति का गठन।
- 2- **प्रभावी संप्रेषण के प्रकार:**— शाब्दिक, अशाब्दिक, औपचारिक, अनौपचारिक मौखिक एवं लिखित संप्रेषण, आन्तरिक एवं बाह्य संप्रेषण जालिका, प्रभावी संप्रेषण की निर्माण प्रक्रिया, संप्रेषण एवं संघर्ष प्रबंधन, संप्रेषण विधि इन्टरव्यू के समय, दर्शक के अनुसार बैठक शिष्टाचार की विस्तृत प्रणाली का अध्ययन
- 3- **व्यवसायिक लेखन:**— सभी प्रकार के प्रत्यक्ष, अप्रत्यक्ष, औपचारिक एवं अनौपचारिक प्रार्थना पत्रों का लेखन, मुख्य पृष्ठ, आरम्भ एवं अन्तिम पैराग्राफ का लेखन, मुख्य बिन्दुओं की समीक्षा, बायोडेटा लेखन, प्रस्ताव, ईमेल, मैमो, परिच्छेद इत्यादि का लेखन।
- 4- **वार्तालाप कौशल:**— वार्तालाप के मुख्य सिद्धांत, केंद्रीय बिन्दुओं की समीक्षा, वार्तालाप विधि, मुख्य प्रक्रिया का निर्धारण एवं वार्तालाप आरम्भ प्रक्रिया, विश्वास अर्जित करना सौदेबाजी आरम्भ करने की प्रक्रिया तथा बाधाकारी बिन्दुओं की समीक्षा एवं समाप्ति तथा आवश्यक शर्तों की विवेचना।
- 5- **समकालीन प्रवृत्तियां:**— प्रोद्योगिकी समर्थक संप्रेषण, व्यवसायिक संस्था का संचार तंत्र का परिचय, व्यापार संचार में नैतिकता की विस्तृत विवेचना।

9/2/18

## **BHI- 306: Human Resource Management in Hospitals**

**objective:** To develop understanding of the students of concepts, techniques, oral and practices of Human Resource Management in hospital.

### **Course content:**

Unit- 1: **Elements of HRM:** Evolution, meaning, Nature, scope, functions, objectives, development in India; Difference: between HRM and personnel management; role of HR managers; manpower planning.

Unit- 2: **Procedure of Job analysis:** Job description, job specification, recruitment & selection, methods & procedures; Difference: between recruitment & selection process.

Unit- 3: **Training and development:** Meaning, Purpose, methods, mentoring, coaching.

Unit- 4: **Performance and job evaluation:** Performance: Definition, purpose of Appraisal, procedures & techniques, performance appraisal; Job evaluation: Concept, methods, types.

Unit- 5: **Procedure of Job enrichment** (Promotion, transfer and separation): Promotion: purpose, principles, types; Transfer: Reasons, principles, types; Separation: Lay- off, resignation, dismissal, retrenchment; Meanings of: Job enrichment, job enlargement, job rotation, Collective bargaining, grievance handling.

### **Recommended Books:**

1. Mirza Satyadin S. , human Resource Management.
2. Pareek, Udai and rao TV. Designing and managing human resource systems.
3. Rao TV and pareira, DH. Recent experience in human resource development.
4. Rao TV. Performance appraisal- theory and practice
5. Keith Davis, human behaviour at work.
6. Kandawalla, organisational design for excellence.
7. Gary dessler, human Resource Management, Prentice- Hall of India Private Limited.



**SECOND YEAR SEMESTER- 4**  
**BHI- 401: Introduction to Pathology and Microbiology**

**Course Objective:** The aim of the course is to students to have a good understanding of Pathology and microbiology for hospital administration

**Course Contents:**

**Unit- 1: Inflammation acute and chronic neoplasia:** Aetiology, clinical types and clinical course of disease. Haemo- stasis: Hemorrhage, shock, and thrombosis. Basics of immune system and its role in aetiology and prevention of disease. Respiratory system: Pulmonary tuberculosis and sputum examination. Carcinoma of lung. Bronchial asthma.

**Unit- 2: Diseases of GIT and liver.** Infectious hepatitis, infectious diarrhoea, peptic ulcer, genitourinary tract: Urinary tract infection, nephritis, renal failure pathology of venereal diseases including aIDS. Laboratory investigation: Profiles like pyrexia, lipid, cardiac, renal, hepatic, fertility, obesity, cancers and hematological etc.


**Unit- 3: Principles of blood banking,** pathology of some common diseases. Coronary heart disease, cerebro- vascular accidents, hypertension, diabetes mellitus. Microbiology and parasitology: Parasitology with special emphasis on the prevailing parasitic disease of India specially plasmodium, amoeba and giardia, ascaris, enterobius, taenia, woucheria, dracunculus, hydatid, etc.

**Unit- 4: Brief morphology and physiology of bacteria, fungi and viruses.** Introduction to micro standard microbial laboratory processes and methods. Major bacterial, fungal and viral diseases and their findings. Drugs of microbial origin.

**Unit- 5: Basic immunology:** Immunity, antigen, antibodies, immune response, immune deficiency and hypersensitivity.

**Recommended Books:**

1. Basic Pathology Robin 5th edition 1992 w b saunders
2. Walter and Israel: General Pathology, 6th edition, churchill and livengstone.
3. Textbook of Pathology by Harsh Mohan VIIed. JP brothers medical pub PVT ltd. New Delhi.
4. Handbook of resource material for IIProf. MBBS students of Pathology prepared by Dept. of Pathology, MGM Medical College, Indore.
5. Handbook of laboratory investigations. Microbiology by ananthanaraya.



## **BHI- 402: MANAGEMENT OF QUALITY**

**Course Objective:** The objective of the course is to help the students gain an understanding of the events and problems which occur in day to day working of Healthcare organisations. It is expected to develop a Diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

### **Course Contents:**

**Unit- 1: Quality** – vision, mission and policy statements. Customer Focus- Part of Customer focus – customer perception of quality, Translating needs into requirements. Dimensions of service quality. History, Need and Importance of Quality Management, Core Values, Principles of Quality Management, Major Components of Quality, Quality Management Process.

**Unit- 2: Quality Tools & Techniques:** Flow Charts, Cause & Effect Diagram, Pareto Principle and Diagram, Statistical Process Control.

**Unit- 3: Quality assurance,** Zero defect concept, quality specifications, statistical aids in limits and tolerances. Definitions of Hospital Service Quality and its Significance- Measuring Service Quality- Service Quality Gap Model- Service Quality Standards- Strategies for Improving Service Quality – Monitoring Service Quality. Concepts of Quality circle, Task force, Leader, Japanese 5S principles applicable to services.

**Unit- 4: Quality Indicators of Patients Satisfaction,** Clinical Quality. Rights and Responsibilities of Patients, Code of Conduct for Health Professionals, Job description of Quality manager,

**Unit- 5: Total quality management,** international organization for standardization(ISO)- , JCI, S, NABH (national accreditation Board of hospitals). Six Sigma

### **Recommended Books:**

1. D, D. Sharma, textbook of quality management.
2. Statics for Management, Levin/Rubin.

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## **BHI- 403: Indian Ethos and Ethics in Healthcare**

**Course Objective:** The objective of the force is to acquaint the students with Indian ethos and its relevance to managerial decision making. This course has been designed to create a mindset of value system among the students who are the future managers. Ethics make the students open to inherent ethical principles of business. The course will sensitize the students to their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations. Ultimately, it is to produce a balance, pleasant, flexible and effective managers in today's liberalized and democratic ambience.

### **Course Contents:**

**Unit- 1: Indian Ethos:** Concept, culture and Management. Is management culture bound?(A discussion). The sources of Indian ethos in management: Vedas, Upanishads, puranas, shastras, shrutis and Smritis.

**Unit- 2: Value for Indian managers:** Values and skills, value system, values and Purity of mind, Indian values and wisdom relevant to modern management. Ethico- moral management: Ethics and morals and intellect of emotions. Science and Technology Vs. Ethics and morals, vedantic ethics and back to roots.

Values, Importance, Value at the Indian Work Place, Need for Values in Global Change Indian perspective, Values Across Cultures, Universality of Values, Values for the Indian Managers

**Unit- 3: Work ethics and ethics in work:** Life Goals or purusharthas, guna and avagunas, karma and yoga, sanity in over heated organisation.

Work ethos and management: Introduction work ethos and management, work ethos at different levels of management, Reasons of Poor Work Ethos/ Culture. Dimension of the Work ethos, Steps of Improving work Culture.

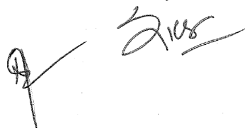
**Unit- 4: the Indian Heritage and productivity:** Philosophical aspects of productivity, essence of the Indian heritage, energy processing and the managers- sadhak, India's non centralised culture, and the productivity ethics.

Total Quality Mind for Total Quality Management: Introduction, Indian view of T. Q. M. , Components of a Total Quality Mind, The 9m Model of T. Q. M. , Difference between Indian and world view on T. Q. M. , Rational Brain Vs. Holistic Spiritual Brain.

**Unit- 5: Medical ethics:** Hippocratic Oath of Medical practitioners, patient's bill of rights, hospital responsibilities, managerial ethics, hospital administrator's position, role and responsibility, including problems faced therein, regarding ethics and law. Applicability of law in hospital setups: viz:- related to statutory and government obligations, related to clients, related to human resource and manpower.

### **Recommended Books:**

1. A. C. Fernando, business ethics: An Indian perspective, Pearson 2009
2. Weiss, business Ethics concept and cases, first edition 2009, Cengage Learning.
3. Murthy, business Ethics, 2009, Himalaya Publishing House
4. S. Prabhakaran, business Ethics and corporate governance, Excel Books
5. Shastri J. L. , ancient Indian thoughts and mythology, first edition, Motilal Banarasi Das
6. F. Max Muller, sacred books of East, Motilal Banarsidas, New Delhi



## **BHI- 404: FUNDAMENTALS OF FINANCIAL MANAGEMENT**

**Course Objective:** The objectives of this course are to help the students learn the concepts, tools and skills of financial management and its application in the efficient conduct of business.

The objective of this course is to make the student enable to understand how corporations make important investment and financing decisions. It describes the corporation and its operations environment; it will help future manager to understand how the finance of a firm work and how they will be interfacing the finance.

### **Course Contents:**

**Unit- I: Financial management:** Function of financial management, objectives of financial management, relationship of finance with other disciplines viz economics, accounting and others. Role of finance manager. finance function aims of finance function, goals of financial management, financial decisions, Relationship of Finance with other disciplines viz. Economics, Accounting & others. Scope of Financial Management and Organization of finance Function.

**Unit- II: Concept and measurement of cost of capital:** Introduction, definition and important, ASSUMPTIONS, cost of debt, cost of preference, cost of Equity, cost of capital.

**Unit- III: Capital structure,** cost of capital and valuation. Introduction, concept and definitions, Capital structure theories, assumptions, valuation of firms- NI approach and NOI approach, optimum capital structure, MM approach- basic prepositions, assumptions and limitations, designing capital structure- EBIT- EPS analysis.

**Unit- IV: Time value of money:** Introduction, future value of a single cash flow, multiple flows and annuity. Present value of a single cash flow, multiple flows and annuity. Leverage analysis: Introduction, eating corner and combined leverage, shape of lyrics with capital structure, EBIT, EBT, EPS analysis, leverage problems.

**Unit- V: Determinants of dividend policy:** Introduction and rational factors determining dividend policy, cash dividend vs stock dividend, legal, recent issues in financial management.

### **Recommended books:**

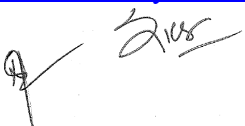
1. M. Y. Khan & P. K. Jain, " financial management", Delhi: TMH2009.
2. I. M. Pandey, " Financial Management", Vikas Publication House, 2009.
3. R. P. Rustogi, " Financial Management", Galgotia Publication, Reprint, 2009.
4. Pradeep Kumar Sinha, " Financial Management", Excel Books, New Delhi.

### **E BOOKS**

1. [http://vcmdrp.tums.ac.ir/files/financial/istgahe\\_mali/moton\\_english/financial\\_management\\_%5Bwww.accfile.com%5D.pdf](http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_%5Bwww.accfile.com%5D.pdf)
2. [http://11.139.242.244/extra/library/library/\\_13022020100037FinancialManagement.pdf](http://11.139.242.244/extra/library/library/_13022020100037FinancialManagement.pdf)

### **MOOC**

1. <https://www.my-mooc.com/en/categorie/finance>



## **BHI- 405: Medical Laws**

### **Course Objective:**

The aim of this course is to enable the students to have an understanding of all those laws which are applicable for Healthcare delivery systems and hospital and a good understanding of medical ethics.

### **Course Content:**

**Unit- I: Law in medical practice:** General provision governing acts of Healthcare providers, act not intended to cause death. Done by consent in good faith for person's benefit, " good faith". Accident in doing a lawful act, consent known to be given under wear on misconception, act done good page for benefit of a person without consent, provision governing non- therapeutic. Text not intended and not known to be likely to cause death or greivous hurt done by consent.

**Unit- II: Grievous hurt negligence.** Act endangering life or personal safety of others. Causing hurt by act and aging life or personal safety of others causing grievous hurt by act endangering life or personal safety of others. Causing death by negligence. Negligent act likely to spread infection of disease dangerous to life, negligent act likely to spread infection of disease dangerous to life. Malignant act likely to spread infection of disease dangerous to life.

**Unit- III: Confidentiality as ethics:** Confidentiality as legal duty, protection of life and personal liberty, indian Evidence Act. Sec- 126, professional tort recall negligent act likely to spread infection of disease dangerous to life, malignant act likely to spread infection of disease dangerous to life, criminal negligence andI IPC 304- A. Consumer Protection Act.

**Unit- IV: Indian Medical Council act,** drug and cosmetic act, medical termination of pregnancy act, transplantation of human organs act, atomic energy act, Indian Medical degrees act, epidemic diseases act.

**Unit- V: Biomedical Waste Management rules,** drugs and magic remedies (objectionable advertisement act). Dangerous machines act, insecticides act- 1968, artificial insemination- AID, AIH, IVF, Regulation of Blood & Blood Products, HIV- AIDS and related law rights of the Unborn.

### **Recommended Books:**

1. Medical laws universal law publishing Gurgaon Haryana India.

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## **BHI- 406: MATERIALS MANAGEMENT**

Objective: This course intends to enhance students understanding on the theories, concepts, tools and practice relating to materials management in hospital.

Course Content:

**UNIT I: Materials management:** overview, the modern concept, scope and objective, importance, material planning, integrated approach to material planning and control. 2. Material handling, importance, principles, benefits, material handling equipments, selection of material handling equipments, relevance of material management to hospitals.

**UNIT II: Inventory:** definition, need for control, objectives of inventory control, scope and importance, impact on profitability of the organization. 2. Different types of hospital inventories, categories of materials in hospital 3. Hospital maintenance items, spare parts and stocking polices for capital items.

**UNIT III: Purchase management:** overview, purchasing types. 2. Significance of purchasing policy, principles of scientific purchasing, factors of purchasing, essence of sound purchasing policy. 3. Purchasing methods and procedures.

**UNIT IV: Receipt of items:** inspection, quality assurance, accounting and storage; buffer stock. 2. Distribution: basket system, topping up, unit dose system, transportation of stores. 3. Types, features and security of different kinds of stores: medical stores, kitchen stores, general stores.

**UNIT V: Condemnation and disposal.** 2. Centralized and decentralized stocking. 3. Newer concepts: supply chain management, ERP, outsourcing, just in time.

Recommended books:

1. Gopalakrishna, P. , Materials Management, Prentice Hall, New Delhi,
2. Gopalakrishna, P. , Purchasing and Materials Management, Tata McGraw Hill, New Delhi,
3. Raghuram, G. and Rang raj, N. , Logistics and Supply Chain Management, Concepts and Cases.
4. John. T. Mentzer, Supply Chain Management, Response Books, New Delhi,

\*Latest editions of the books are recommended.

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**THIRD YEAR SEMESTER- 5**  
**BHI- 501: INTRODUCTION TO PHARMACOLOGY**

**Course Objective:** proper selection of drugs, it is essential to have a basic knowledge about the disease and the drugs available for its treatment. The series of lectures will provide the student basic knowledge about the drugs used for the treatment of various diseases commonly encountered in clinical practice.

**Course content:**

**Unit- 1: General Pharmacology** drug definition. Sources, nomenclature, drug laws, sources of drug information. Dosage form of drugs, routes of drug administration. Drug absorption, distribution, half-life of drugs, bio availability, fixed dose combination. Drug poisoning and its management.

**Unit- 2: Autonomic nervous system** cholinomimetics drugs, sympathomimetic drugs, antimuscarinic agents, sympathetic blocking drugs, neuromuscular blocking agents. Central nervous system, general anesthetics, sedatives and hypnotics, antiepileptics, analgesics, narcotic and nonsteroidal anti-inflammatory agents.

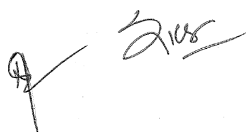
**Unit- 3: Gastrointestinal system** acid-peptic diseases, antiemetics, purgative, dextery of diarrhea.

**Unit- 4: Respiratory system** drug therapy of cough, bronchial asthma, cardiovascular system and blood drug treatment of angina pectoris, hypertension, shock, anticoagulants, thrombolytic agents, Fibrinolytic agents. Genitourinary system- diuretics, drugs acting on uterus. Hormones- thyroid and antithyroid drugs corticosteroids, antidiabetic drugs.

**Unit- 5: Chemotherapeutic agents** general principles, sulfonamide, penicillin, cephalosporins, fluoroquinolones, macrolides chloramphenicol, antifungal agents, antiviral agents, anticancer drugs and immune suppressive.

**Recommended books:**

1. Essentials of medical Pharmacology, kD. Tripathi, jaypee brothers medical publishers Private Limited New Delhi.
2. Pharmacology and pharmacotherapeutics", rs satoskar, sD popular Prakash bhindarkar.
3. S. S. Aina pure, Goodman and Gillman's Pharmacology.

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## **BHI- 502: MARKETING OF HOSPITAL SERVICES**

**Course objective:** The objective of this course is to help student to learn and to acquire themselves with all the facets of marketing of hospital services.

### **Course content:**

**Unit- 1: Marketing of Hospital Services:** A Conceptual Framework

**Unit- 2: Service Marketing:** Basic Issues, Designing Service Strategy, Marketing of Health Services, The Indian Census

**Unit- 3: Marketing of Various Health Services** Like Family Welfare, Integrated Child Development Program, Awareness Program

**Unit- 4: Marketing of Hospital Services:** Basic Issues, Designing Basic Strategies for Specialty Services Specialty and Super Specialty Hospitals

**Unit- 5: Marketing of Other Services Like Financial Services:** Branding and Advertising, Consumer Banking Education and Professional Services, Marketing of Educational and Professional Educational Services, Professional Services, Event Marketing, Specialty Advertising, Support Services, Extra Marketing of Logistics and Public Utilities.

### **Recommended books:**

1. Services Marketing. BP publication.
2. Ravi Shankar Service Marketing

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## **BHI- 503: HUMAN RESOURCE DEVELOPMENT**

**Objective:** to understand- need, methods, insights, design development and delivery of HRD programs.

### **Course content:**

**Unit- 1: Human resource development:** short history, concept, elements, principles, functions, importance; **Factors affecting HRD:** economical, political, social, logical, organisational.

**Unit- 2: Mechanism (A): Training system:** Meaning, training policy, assessing training, design of training systems, implementation, evaluation; **Employee:** counseling, performance appraisal methods and their impact on employee effectiveness; **Development:** Meaning, succession planning, need & purpose in HRD.


**Unit- 3: Mechanism(B) meaning of:** Career Planning, coaching, performance management, mentoring, selection of mentor, mentoring methods & their benefits.

**Unit- 4: Behavioral tools:** FIRO –B, Johari window, Transactional Analysis

**Unit- 5: Meaning of the following:** Formulation & Implementation of HRD strategies, Creating a World Class Organisation; **Benefits and cost of H. R. D:** meaning, models of cost benefit, analysis of training, HR accounting.

### **Recommended books:**

1. TV Rao, 'HRD audit' new Delhi sage Publication 2009
2. kavita Singh 'organisation change and development excel book' 2008
3. Ashok Chanda and Shilpa Kabra 'human resource strategies architecture for change response' books
4. kalyani Mohanty 'human resource development and organisational effectiveness excel books' 2008
5. ravi Shankar you Dhar and b patnaik eds 'hrd skills for Organisational excellence' Himalaya Publication.



## **BHI- 504: Disaster Management**

**Course Objective:** the objective of the course is to enable the students to have a good understanding of disaster management

### **Course Contents**

**Unit- 1: Physical environment:** air factors affecting atmospheric environment physical agents in atmosphere, chemical agents in atmosphere, sources of pollution, temperature inversion, effects of pollution on health, biological agents in atmosphere, ventilation

**Unit- 2: Water:** sources of water, water supply and quantitative standards, water quality and quantitative standard, purification of water, swimming pool hygiene, water problem in India, housing type of soil, soil and health, housing, harmful effects of improper housing, recent trend in housing occupation and occupational health physical agents, chemical agents, biological agents, social factors, occupational diseases and hazards, prevention of occupational diseases, professional help legislation, work absenteeism

**Unit- 3: Environmental Pollution:** environmental pollution air pollution, water pollution, soil and land pollution, radioactive pollution, thermal pollution, global warming, greenhouse gases, heat generation, carbon and carbon units, effect of global warming on ozone, noise pollution biological environment rodent, arthropod, mosquitoes, flies, lice, ticks, mites, and other insects, insect control insecticide, biological and genetic control of insect

**Unit- 4: Social Causes of Disease:** social aspect of treatment, social environment and health waste management waste and health, recycling of waste, disposal of waste, retreatment of refuse, refuse disposal, extract disposal, waste management system, waste disposal

**Unit- 5: Disaster,** disaster management, mitigation, preparedness preparedness of hospitals and Healthcare system for disaster management disaster program concept significance in Healthcare and Hospital Sector, repairing and maintaining the program, disaster management system and rehearsal

### **Recommended Books:**

1. preventive and social medicine,
2. disaster management encyclopaedia,
3. Internet resources



## **BHI 505: Employee Relations and Labour Laws**

**Course objective:** The aim of the course is to enable students to have a better understanding of labour laws and their implementation in organisation with special reference to health care units and hospitals

### **COURSE CONTENT**

**Unit- 1: Trade Union Act 1926** come the industrial disputes act come 1947 and MP industrial Relations Act come 1860 the industrial employment standing orders act 1949 with the MP

**Unit- 2: Industrial Employment Standing Order Act, 1961** full stop the minimum wages act 1948 the payment of wages act 1936 full stop the employees State Insurance act, 1948 the workmen's compensation act, 1923 the Payment of Bonus Act, 65 full stop the Payment of Gratuity Act 1972

**Unit- 3: The factories act, 1948** (provisions relating to health, safety, welfare, working hours, leave and panel provisions)

**Unit- 4:** Brief information about application of above laws in hospital/Healthcare industry

**Unit- 5:** Latest and relevant cases from Healthcare/ hospital industry to be discussed in classes.

### **Recommended books:**

1. P. N. Mallik, Industrial Laws (Latest Edition )
2. N. D. Kapoor, industrial law, s Chand and Co. , delhi
3. B. K. Chakravorty, Labour of India, volume I and II, International Law Book Centre, Calcutta, 1974.
4. Labour Law for Factory Executive
5. Sinha and Sinha Industrial Relations and Labour Legislation, Oxford, India Book

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**BHI- 506: Comprehensive Viva- Voce + Industrial training report**

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**THIRD YEAR SEMESTER- 6**  
**BHI- 601: HOSPITAL OPERATIONS- CLINICAL SERVICES**

**Course Objective:** The subject is to acquaint the HA student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital clinical services which are one of the key issues in hospital administration. Case Study shall be discussed on the classrooms.

**COURSE CONTENT**

**Unit- 1: Introduction,** Meaning, Scope and Significance of Patient care services, Role of hospital Administrator.

**Unit- 2: OPD services** with special emphasis to reduce overcrowding in OPD. Admission and Discharge. IPD- Accident and Emergency services- procedure of medico legal formalities

**Unit- 3: Laboratory, Radio- imaging (X- Ray, CT, MRI, PT)** and Blood Bank with special emphasis on Time- Motion study to remove bottlenecks.

**Unit- 4: Operation Theatre-** How to optimize use of OT, Scheduling and familiarization with modular concept in OT operations. ICU with emphasis on latest trends in Equipment.

**Unit- 5: CSSD Services,** Ward Management, Nursing Services, Hospital acquired infections with latest trends in detection and controlling.

**Recommended Books:**

1. Hospital operations- 1 (Clinical services) by SangeethaNatarajan, Parshva publications, Sonapat (Haryana)
2. BM, Sakharkar, "Principals of Hospital Administration planning- latest edition

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## **BHI- 602: CUSTOMER RELATIONSHIP MANAGEMENT**

**Course Objective:** The objective of this course is to introduce customer centric operations form and applications of CRM.

### **Course Content:**

**Unit- 1: Introduction:** Evolution of CRM, customer satisfaction customer loyalty customer experience, relationship marketing, significance and benefits of CRM two different business organisations and customers.

**Unit- 2: Concept of CRM:** Concept of customer lifecycle, life cycle stages, customer lifecycle management, and customer lifetime value assessment, customer product profitability analysis.


**Unit- 3: CRM process:** CRM, CRM process, objective, customer segmentation, strategy formulation, infrastructure development designing system core processors developing people, customer retention recovering lost customers terminating relationship

**Unit- 4: Database management:** information management for customer acquisition retention attrition and affection data warehousing data mining

**Unit- 5: CRM Technology:** Hardware, software, web portals, call Centre, IT enable business solutions. Customer loyalty: Developing, implementing and evaluating Loyalty program, CRM effectiveness: CRM metrics- financial and nonfinancial measures.

### **Recommended books:**

1. Sheth, J. N. , Parvatiyar, A. . and Shainesh, G. , " customer relationship management", TMH
2. Kumar, V. and reinartz, Werner J. , Customer relationship Management: A databased approach, Wiley India.
3. G. Shainesh, Jagdish N Sheth, customer relationship management- strategic perspective.





## **BHI- 603: SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

**Course Objective:** Objective of this course is to help students to understand the basics of logistics and Supply Chain Management in healthcare organization.

### **Course Content:**

**UNIT- 1:** Development of SCM concepts and Definitions – key decision areas – strategic. Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.

**UNIT- 2:** Logistics and supply chain management:

Sourcing strategy: Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning, Logistics and its interface with production and marketing.

**UNIT- 3:**

Distribution strategy: Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging. Logistics audit and control, International logistics management, logistics future decision.


**UNIT- 4:**

Inventory Strategy: Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation. Warehouse design and operations – inventory norms.

**UNIT- 5:** Ambulance services: Ambulance services, their requirement planning, number, type, size, routes, availability, equipment, etc. Ambulance room planning and designing specialized ambulances for critically sick, their requirement, basic norms, maintenance, etc.

### **Recommended Books:**

1. Bhallau, Renald H. " Business Logistic Management". Eaglewood Cliffs, New York: Prentice Hallinc, 1992.
2. Beal K. " Amanagent Guide To Logistics Engineering". USA Institute Of Production Engineering, 1990.
3. Benjamin S. B. " Logistics Engineering And Management" Eaglewood Cliffs, New York, Prentice Hall Inc. , 1996.
4. Bowercox, D. J. Andcloss, D. J.: Logistic Management: A System Integration Of Physical Distribution", New York: Macmillan, 1986.
5. Christopher, M. " Logistics And Supply Chain Management:: Strategies For Reducing Cost And Improving Services" London: Pits Man, 1992.
6. James C. J. And Wood, Donald F. " Contemporary Logistics", New York: Macmillan, 1990.

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## **BHI- 604: Relational Database Management System**

**Course Objective:** The objective of this course is to help students to understand the basics of relational database Management system, and back- end tool using Oracle and their use organisation and processing complex business information.

### **Course Content:**

**Unit- 1: Data and database:** database management system, types of database management systems, relational, hierarchical, network, and object oriented database management system.

**Unit- 2: Data models:** Entity relationship model (E- R ), Normalisation theory, CoDD's rules for RDBMS.

**Unit- 3: Relational database management system:** Concepts of RDBMS, components of RDBMS.

**Unit- 4: Introduction to data languages:** Introduction to SQL, data definition language, data manipulation language, query language, data control language, cartesian product and joins, use of union, intersection, minus, SQL operators and functions, SQL select statement and type of queries, in, exists, group by having a like clause in SQL, view, an sequenced synonyms, SQL plus, creating reports using SQL plus.

**Unit- 5: SQL / pL SQL:** Introduction to PL / sQL, the PL / sQL block construct, using variables and SQL statement in the PL / sQL block, / pL SQL construct live if. . If else. . endif. , loop. . Endoloop, while loop etc. Working master detail relationship, writing triggers in form and creating list of values with cursors, creating and using stored function, procedures and packages.

### **Recommended books:**

1. S K Singh, database systems- (indian original) Pearson
2. McFedden, jeffrey Hoffer- modern database management, e 9- (indian adaptation)
3. Alexis Leon and Methews Leon, database management systems, vikas Publication, new Delhi.
4. Rob coronel, database management systems and design, implementation & management, thomson learning, bangalore.

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## **BHI- 605: HEALTH POLICY AND ADMINISTRATION**

**Course Objectives:** Objective of the course is to enable student to have a good understanding of health administration.

### **Course Content:**

**UNIT- 1: Meaning and concept of health**, disease, care and administration. Health Administration in India, organisation of health services at centre, state and district level. General introduction two organisation of Healthcare delivery system in India.

**UNIT- 2: Various committees for recommendations on health care**, national Health programmes in details, reasons for increasing need and demand for medical care and need / demand assessment factors determining availability and cost of medical care step / technique to reduce the cost of medical care. Healthcare Resource Planning and allocation success / spinner for various health plans, program, schemes etc. and research for their causes.

**UNIT- 3: Urban medical near system in Metropolitan cities.** Rural medical care including the role of state, nGO 's, private medical practitioners and community at large organisation and administration of better medical, information education and communication(IEC) intersectoral co- ordination.

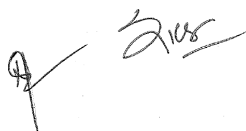
**UNIT- 4: National health policy and National Population Policy(latest reviews).** Implications of change of policy. New health insurance policy of GOI and application(MODI- CARE). Alternative system of Healthcare: General introduction and their role in overall health care system, yoga therapy and its Global relevance.

**UNIT- 5: WHO and other international health agencies**, immunization, international recommendations for immigrants vaccination. International health campaign and program.

### **Recommended Books:**

1. Dispensing Medical Countermeasures for Public Health Emergencies

by M. Davis, M. Kammersell, B. Altevogt, 2008

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**BHI- 606: MAJOR RESEARCH PROJECT + COMPREHENSIVE VIVA- VOCE.**

Q. 2/168