

# **Regulations and Curriculum**

## **BACHELORS IN HOSPITAL ADMINISTRATION**



Rajiv Gandhi University of Health Sciences, Karnataka  
4<sup>th</sup> 'T' Block, Jayanagar, Bangalore - 560 041

# **Rajiv Gandhi University of Health Sciences, Karnataka, Bangalore**

## **THE EMBLEM**



The Emblem of the Rajiv Gandhi University of Health Sciences is a symbolic expression of the confluence of both Eastern and Western Health Sciences. A central wand with entwined snakes symbolizes Greek and Roman Gods of Health called Hermis and Mercury is adapted as symbol of modern medical science. The pot above depicts Amrutha Kalasham of Dhanvanthri the father of all Health Sciences. The wings above it depict Human Soul called Hamsa (Swan) in Indian philosophy. The rising Sun at the top symbolises knowledge and enlightenment. The two twigs of leaves in western philosophy symbolises Olive branches, which is an expression of Peace, Love and Harmony. In Hindu Philosophy it depicts the Vanaspathi (also called as Oushadi) held in the hands of Dhanvanthri, which are the source of all Medicines. The lamp at the bottom depicts human energy (kundalini). The script “Devahitham Yadayahu” inside the lamp is taken from Upanishath Shanthi Manthram (Bhadram Karnebhi Shrunuyanadev...), which says “May we live the full span of our lives allotted by God in perfect health” which is the motto of the Rajiv Gandhi University of Health Science

# **Rajiv Gandhi University of Health Sciences, Karnataka**

## **VISION STATEMENT**

The Rajiv Gandhi University of Health Sciences, Karnataka, aims at bringing about a confluence of both Eastern and Western Health Sciences to enable the humankind “Live the full span of our lives allotted by God in Perfect Health”

- It would strive for achievement of academic excellence by Educating and Training Health Professionals who
  - ❖ Shall recognize health needs of community,
  - ❖ Carry out professional obligations Ethically and Equitably and in keeping with National Health Policy
- It would promote development of scientific temper and Health Sciences Research.
- It would encourage inculcation of Social Accountability amongst students, teachers and Institutions.
- It would Support Quality Assurance for all its educational programmes.

## **MOTTO**

**“RIGHT FOR RIGHTFUL HEALTH SCIENCES EDUCATION”**



ರಾಜೀವ್ ಗಾಂಧಿ ಆರೋಗ್ಯ ವಿಜ್ಞಾನಗಳ ವಿಶ್ವವಿದ್ಯಾಲಯ, ಕರ್ನಾಟಕ, ಬೆಂಗಳೂರು

RAJIV GANDHI UNIVERSITY OF HEALTH SCIENCES, KARNATAKA, BENGALURU  
4<sup>th</sup> T Block, Jayanagar, Bengaluru – 560 041

Ref: ACA/DCD/AHS/BHA/369/2019-20

Date: 28/08/2019

### NOTIFICATION

Sub: Revised Ordinance pertaining to Regulation and Curriculum of Bachelor of Hospital Administration.

Ref: 1) Minutes of BOS Allied Health Sciences held on 13/05/2019  
2) Proceedings of Faculty meeting held on 15/05/2019  
3) Proceedings of AC meeting held on 17/06/2019  
4) Proceedings of Syndicate meeting held on 29/06/2019

In exercise of the powers vested under Section 35(2) of RGUHS Act, 1994, the Revised Ordinance pertaining to Regulation and the curriculum of Bachelor of Hospital Administration is notified herewith as per Annexure.

The above Regulation shall be applicable to the students admitted to the said course from the academic year 2019-20 onwards.

By Order,

Sd/-

**REGISTRAR**

To

The Principals of all affiliated Allied Health Sciences Course colleges of RGUHS, Bangalore.

Copy to :

1. The Principal Secretary to Governor, Raj Bhavan, Bangalore - 560001
2. The Principal Secretary Medical Education, Health & Family Welfare Dept., M S Building, Dr.B.R. Ambedkar Veedhi, Bangalore – 01
3. PA to Vice – Chancellor/PA to Registrar/Registrar (Eva.)/Finance Officer, Rajiv Gandhi University Health Sciences, Bangalore
4. All Officers of the University Examination Branch/ Academic Section.
5. Guard File / Office copy.

**Rajiv Gandhi University of Health Sciences, Karnataka,  
Bangalore**

**CONTENTS**

<b>SECTIONS</b>	<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
	Emblem	3
	Vision Statement	4
Section I	Regulations Governing BHA course	5
Section II	Course Content	
	First semester	17
	Second semester	25
	Third semester	35
	Fourth semester	44
	Fifth semester	52
	Sixth semester	60
Section IV	Monitoring Learning Progress	68
Section VI	Minimum requirement of infrastructure and Teaching staff	76
	Annexure	80

# **SECTION I**

## **REGULATIONS**

### **COURSE TITLE & SUMMARY:**

The course shall be called the “**BHA - Bachelors in Hospital Administration**”.

The prescribed course will be an intensive full time program, which will include classroom lectures and practical training in various departments in a Hospital or any healthcare organization.

The programme will be conducted at a College/ Institution recognized by the Rajiv Gandhi University of Health Sciences, Karnataka. Candidates shall abide by the stipulated timings, discipline, rules and regulations of the University.

### **1. ELIGIBILITY:** To be eligible for admission a candidate shall have obtained:

A two year Pre University examination or its equivalent as recognized by Rajiv Gandhi University of Health Sciences with any principle subjects of study

OR

Pre degree course from a recognized University / Board (two years after ten years of schooling) with any principle subject of study.

### **2. MEDIUM OF INSTRUCTION:**

English shall be the medium of instruction for the subjects of study as well as for the examination.

### **3. DURATION OF THE COURSE:**

The Course shall extend over a period of three years. The duration of the course shall be on full time basis for a period of three years consisting of six semesters from the commencement of the academic term. Each semester would be of minimum twenty weeks.

### **4. SCHEME OF EXAMINATION:**

There shall be six examinations one each at the end of each semester.

The Examination will be of 2400 marks divided into 6 parts as per details given below:

- i. BHA Sem I Aggregate marks 400
- ii. BHA Sem II Aggregate marks 400
- iii. BHA Sem III Aggregate marks 400
- iv. BHA Sem IV Aggregate marks 400
- v. BHA Sem V Aggregate marks 400
- vi. BHA Sem VI Aggregate marks 400

## 5. DISTRIBUTION OF TYPE OF QUESTIONS AND MARKS FOR VARIOUS SUBJECTS

TYPE OF QUESTIONS	NUMBER OF QUESTIONS	NO. OF QUESTIONS TO BE ANSWERED	MARKS FOR EACH QUESTION	TOTAL
Long Essay	3	2	10	20
Short Essay	10	8	5	40
Short Notes	12	10	2	20
Internal assessment				20

## 6. ATTENDANCE

Every candidate should have attended 80% of the total number of classes conducted in an academic year from the date of commencement of the term to the last working day as notified by university in each of the subjects prescribed for that year separately in theory and practical. Only such candidates are eligible to appear for the university examinations in their first attempt. Special classes conducted for any purpose shall not be considered for the calculation of percentage of attendance for eligibility. A candidate lacking in prescribed percentage of attendance in any subjects either in theory or practical in the first appearance will not be eligible to appear for the University Examination in that subject .

## 7. Internal Assessment (IA):

<b>Theory</b>	-	80 marks.
<b>Internal Assessment</b>	-	20 marks.

- There shall be a minimum of two periodical tests for each subject in every Semester. The average marks of the two tests, assignments, seminars etc will be calculated and reduced to 20. The marks of IA shall be communicated to the University at least 15 days before the commencement of the University examination. The University shall have access to the records of such periodical tests etc.
- The marks of the internal assessment must be displayed on the notice board of the respective colleges with in a fortnight from the date test is held.
- If a candidate is absent for any one of the tests due to genuine and satisfactory reasons, such a candidate may be given a re-test within a fortnight.

### **8. Subjects and hours of Teaching**

The number of hours for teaching theory and practical for main subjects in first year are shown in Table-1



**Table - I Distribution of Teaching Hours in Subjects****Main Subjects:**

<b>SEMESTER</b>	<b>MAIN SUBJECTS</b>	<b>NO OF HOURS THEORY</b>	<b>NO OF HOURS PRACTICAL POSTING</b>	<b>TOTAL</b>
I Sem	Principles of Management	100	120	520
	Medical Terminology	100		
	Fundamentals of Accounting	100		
	Hospital & Health System(History & Evolution)	100		
II Sem	Organizational Behavior	100	120	520
	Bio Statistics	100		
	Health Economics	100		
	Epidemiology & Public Health Administration	100		
III Sem	Hospital Operations Management –I (Clinical Services)	100	120	520
	Research Methodology & Operations Research	100		
	Hospital Medical Records Management	100		
	Project Management	100		
IV Sem	Hospital Operations Management –II (Non -Clinical Services)	100	120	520
	Management Information System	100		
	Strategic Management	100		
	Cost Accounting in Healthcare	100		
V Sem	Quality in Health Care	100	120	520
	Human Resource Management	100		
	Hospital Hazards & Disaster Management	100		
	Financial Management in Healthcare	100		

VI Sem	Material planning & Management	100	120	520
	Marketing Management in Healthcare	100		
	Management Accounting in Healthcare	100		
	Hospital Related Law	100		
<b>TOTAL HOURS</b>		<b>2400</b>	<b>720</b>	<b>3120</b>

### Subsidiary Subjects:

Semester	Subject	No of Hours Theory	Total
I Semester	English	30	180
I Semester	Kannada	30	
II Semester	Constitution of India	30	
II Semester	Sociology	30	
III Semester	Computer Fundamentals	30	
III Semester	Health Care	30	
IV Semester	Environment Science & Health	30	

### 9. Scheme of Examination

There shall be six university examinations, one each at the end of I, II, III, IV, V and VI Semester. The examination for both main and subsidiary subjects for all courses in Allied Health Sciences shall be common in the first year.

Distributions of marks are shown in the Table – II.

SL NO	MAIN SUBJECTS	WRITTEN PAPER		IA	TOTAL
		Duration	Marks	Marks	
<b>FIRST SEMESTER</b>					
1	Principles of Management	3 Hours	80	20	100
2	Medical Terminology	3 Hours	80	20	100
3	Fundamentals of Accounting	3 Hours	80	20	100
4	Hospital & Health System(History & Evolution)	3 Hours	80	20	100
	<b>TOTAL</b>				<b>400</b>
<b>SECOND SEMESTER</b>					
5	Organizational Behavior	3 Hours	80	20	100
6	Bio Statistics	3 Hours	80	20	100
7	Health Economics	3 Hours	80	20	100
8	Epidemiology & Public Health Administration	3 Hours	80	20	100
	<b>TOTAL</b>				<b>400</b>
<b>THIRD SEMESTER</b>					
9	Hospital Operations Management –I (Clinical Services)	3 Hours	80	20	100
10	Research Methodology & Operations Research	3 Hours	80	20	100
11	Hospital Medical Records Management	3 Hours	80	20	100
12	Project Management	3 Hours	80	20	100
	<b>TOTAL</b>				<b>400</b>
<b>FOURTH SEMESTER</b>					
13	Hospital Operations Management –II (Non -Clinical Services)	3 Hours	80	20	100
14	Management Information System	3 Hours	80	20	100
15	Strategic Management	3 Hours	80	20	100

16	Cost Accounting in Healthcare	3 Hours	80	20	100
	<b>TOTAL</b>				<b>400</b>
<b>FIFTH SEMESTER</b>					
17	Quality in Health Care	3 Hours	80	20	100
18	Human Resource Management	3 Hours	80	20	100
19	Hospital Hazards & Disaster Management	3 Hours	80	20	100
20	Financial Management in Healthcare	3 Hours	80	20	100
	<b>TOTAL</b>				<b>400</b>
<b>SIXTH SEMESTER</b>					
21	Material planning & Management	3 Hours	80	20	100
22	Marketing Management in Healthcare	3 Hours	80	20	100
23	Management Accounting In Healthcare	3 Hours	80	20	100
24	Hospital Related Law	3 Hours	80	20	100
	<b>TOTAL</b>				<b>400</b>
	PROJECT WORK				100
GRAND TOTAL (400+400+400+400+400+400+400+400+100)					<b>2500</b>
<b>SUBSIDIARY SUBJECTS</b>					
1	English	3 Hours	80	20	100
2	Kannada	3 Hours	80	20	100
3	Constitution of India	3 Hours	80	20	100
4	Sociology	3 Hours	80	20	100
5	Computer Fundamentals	3 Hours	80	20	100
6	Environment Science & Health	3 Hours	80	20	100

**Note** \* I A = Internal Assessment

- Main Subjects shall have University Examination.
- There shall be no University Practical Examination.

**Subsidiary subjects:** Examination for subsidiary subjects shall be conducted by respective colleges.

## 10. Eligibility for Examination

A candidate shall be eligible to appear for first University examination at the end of six months from the commencement of the course and for subsequent Semester University examinations at an interval of six months provided He/She has satisfactorily completed the prescribed course and fulfilled the prescribed attendance at the end of each semester.

## 11. Declaration of pass

- a. **Main Subjects:** A candidate is declared to have passed the examination in a subject, if He /She secures 50% of marks in University Theory exam and Internal assessment added together, provided the candidate has to secure a minimum of 40% marks in the University conducted written examination.
- b. **Subsidiary Subjects:** The minimum prescribed marks for a pass in subsidiary subject shall be 35% of the maximum marks prescribed for a subject. The marks obtained in the subsidiary subjects shall be communicated to the University before the commencement of the University examination.

## 12. Declaration of Class

- a. A candidate having appeared in all the subjects in the same examination and passed that examination in the first attempt and secures 75% of marks or more of grand total marks prescribed will be declared to have passed the examination with Distinction.
- b. A candidate having appeared in all subjects in the same examination and passed that examination in the first attempt and secures 60% of marks or more but less than 75% of grand total marks prescribed will be declared to have passed the examination in First Class.
- c. A candidate having appeared in all the subjects in the same examination and passed that examination in the first attempt and secures 50% of marks or more but less than 60% of grand total marks prescribed will be declared to have passed the examination in Second Class.
- d. A candidate passing the university examination in more than one attempt shall be placed in Pass class irrespective of the percentage of marks secured by him/her in the examination.
- e. The marks obtained by a candidate in the subsidiary subjects shall not be considered for award of Class or Rank.

[Please note, fraction of marks should not be rounded off clauses (a), (b) and (c)]

## **12. Carry over benefit**

A candidate can carry over only two subjects from any of the semester at a time. It is to be noted that He/She shall clear all subjects of first to fifth semester to become eligible to appear for the final semester examination.

## **13. Number of attempts**

A Candidate is permitted not more than three attempts for each subject to pass the examination. Candidate will not be allowed to continue the course if He/She fails to comply with the above stipulation. However the candidate shall complete the course within six years from the date of admission.

### **13.1 Maximum duration for completion of course.**

A candidate shall complete the course within six years from the date of admission failing which the candidate will be discharged.

## **14. Eligibility for the award of Degree**

A candidate shall have passed in all the subjects of first to sixth semester to be eligible for award of degree.

## **15. Qualification and Experience required for appointment as teachers on full time basis for BHA course.**

**Qualification:** A pass in Full time Regular Masters program in Hospital Administration/ Management or - MSc. in Hospital Administration /Hospital Management or M.B.A. in Hospital Administration /Hospital Management from an institution affiliated a to University established under law.

**Or**

MD - Hospital Administration degree from an institution recognized by Medical Council of India.

### 15.1. Lecturer:

A pass in Full time Regular Masters program in Hospital Administration/ Management or - MSc. in Hospital Administration /Hospital Management or M.B.A. in Hospital Administration /Hospital Management from an institution affiliated a to University established under law.

**Or**

\*Teachers having postgraduate medical qualification such as MD in Hospital Administration from an institution recognized by Medical Council of India.

### 15.2. Assistant Professor

**Qualification and experience:** The qualification required shall be as that of Lecturer.

01. The experience required shall be three years of teaching experience as a lecturer in an institution conducting full time Bachelors and/or Master's in Hospital Administration /Management or equivalent affiliated to an university established under law **OR** atleast Three years or more of administrative experience as an administrator in a multi specialty hospital having minimum of 100 beds and approved by RGUHS for that purpose.

02. Two Original Research paper publications as first or corresponding author in an indexed and UGC/MCI recognized Journals are mandatory during the period as Lecturer for appointment as Assistant Professor.

Teachers having postgraduate medical qualification, MD in Hospital Administration from an institution recognized by Medical Council of India may be appointed as Assistant Professor.

### 15.3. Associate Professor:

**Qualification and experience:** the qualification required shall be as that of Assistant Professor.

01. The experience required shall be four years of teaching experience as a Assistant Professor in an institution conducting full time Bachelors and/or Master's in Hospital Administration /Management or equivalent affiliated to an university established under law.

02. Two Original Research paper publications as first or corresponding author in an indexed and UGC/MCI recognized Journals are mandatory during period as Asistant Professor.

Teachers having postgraduate medical qualification such as MD in Hospital Administration from an institution recognized by Medical Council of India may be appointed as Associate Professor after four years experience as Assistant Professor. Two Original Research paper publications as first or corresponding author in an indexed and UGC/MCI recognized Journals are mandatory.

15.4. Professor:

**Qualification and experience:** the qualification required shall be as that of Associate Professor.

01. The experience required shall be three years of teaching experience as a Associate Professor in an institution conducting full time bachelors and/or master's in Hospital Administration /Management or equivalent affiliated to an university established under law.

02. Two Original Research paper publications as first or corresponding author in an indexed and UGC/MCI recognized Journals are mandatory during period as Associate Professor.

Teachers having postgraduate medical qualification such as MD in Hospital Administration from an institution recognized by Medical Council of India may be appointed as Professor after three years experience as Associate Professor. Two Original Research paper publications as first or corresponding author in an indexed and UGC recognized Journals are mandatory.

15.5. HoD/Principal: A person having qualification and teaching experience required for Professor of Hospital Administration can hold the post of HOD/Principal.

## 16. Course of Study:

The course shall be pursued on full time basis. No candidate shall be permitted to work in a health care facility or a related organization or laboratory or any other organizations outside the institution while studying the course. No candidate shall join any other course of study or appear for any other examination conducted by this university or any other university in India or abroad during the period of study.

### SUBJECTS PRESCRIBED:

SEMESTER	SUB CODE	SUBJECT
First	HA I 01	Principles of Management
	HA I 02	Medical Terminology
	HA I 03	Fundamentals of Accounting



Semester	HA I 04	Hospital & Health System(History & Evolution)
	S P 1	English Language and Communication
	SP 2	Kannada
Second Semester	HA II 05	Organizational Behavior
	HA II 06	Bio Statistics
	HA II 07	Health Economics
	HA II 08	Epidemiology & Public Health Administration
	S P 3	Constitution of India
	S P 4	Sociology
Third Semester	HA III 09	Hospital Operations Management –I (Clinical Services)
	HA III10	Research Methodology & Operations Research
	HA III 11	Hospital Medical Records Management
	HA III 12	Project Management
	S P 5	Computer Fundamentals
	S P 6	Healthcare
	MINOR PROJECT	
Fourth Semester	HA IV13	Hospital Operations Management –I (Non -Clinical Services)
	HA IV14	Management Information System
	HA IV15	Strategic Management
	HA IV16	Cost Accounting in Healthcare
	S P 7	Environment Science & Health
Fifth Semester	HA V17	Quality in Health Care
	HA V 18	Human Resource Management
	HA V 19	Hospital Hazards & Disaster Management
	HA V 20	Financial Management in Healthcare
	MAJOR PROJECT	
	HA VI 21	Material planning & Management

Sixth Semester	HA VI 22	Marketing Management in Healthcare
	HA VI 23	Management Accounting in Healthcare
	HA VI 24	Hospital Related Law
	MAJOR PROJECT	

# **FIRST SEMESTER**

## **HA I 01 PRINCIPLES OF MANAGEMENT**

UNIT -1: - 10 hours

Introduction to management - the evolution of management, definition and importance of management. Different schools of management thought- classical school, management sciences school, behavioral school, human relation school, operational approach, system approach and contingency approach to management.

UNIT- 2: - 10 hours

Management - Meaning, nature and characteristics of Management, Scope and functional areas of management, Management as a science art or profession, Management & Administration, Principles of management.

UNIT- 3:- 15 hours

Planning- Meaning, Nature, importance and purpose of planning, Objectives, Planning process, Planning Premises & Types of plans. Decision making - importance & steps

Unit – 4: - 15 hours

Organizing - Meaning and importance, Nature and purpose of organization, Principles of organization, Types of organization, Organization structure / chart, Responsibility and Authority, Span of control, Delegation of authority, Centralization & Decentralization, Line and staff relationships, Types of organizations, formal and informal groups in organizations, Matrix organization, Departmentalization, Committees.

UNIT – 5 - 10 hours

Nature and importance of Staffing - Process of Selection & Recruitment (in brief) staffing function, Manpower needs & Manpower position, Training & development, Performance appraisal, Human resource audit.

UNIT – 6: - 10 hours

Directing -Meaning and nature of directing. Leadership - Nature, Styles, attitudes, Motivation, Theories & Models. Coordination- meaning, importance & Techniques of Co-ordination.

UNIT- 7: - 10 hours

Control- Meaning and steps in controlling, Concept of Managerial Control, Importance, Process, Essentials of a sound control system, Methods of establishing Control.

UNIT -8:- 10 hours

Communication- Meaning & Role of Communication, importance, Communication process, levels of Communication, forms, models and media of Communications, Verbal and non-verbal Communication-functions and types. Barriers to effective Communication

UNIT – 8 - 10 hours

Social Responsibility of Management - Professional Management as compared to traditional system of owner Management, Impact of political system, government Policy, national economic planning on managerial policy, CSR.

**BOOKS FOR REFERENCE:**

1. Stoner, Freeman & Gilbert Jr – Management- Prentice Hall of India Pvt Ltd New Delhi.
2. Heinz Weinrich & Harold Koontz- Management- A global perspective- Tata mcgraw Hill, New Delhi.
3. Terry Francicin - Principles of Management, AITBS Publishers and Distributors, New Delhi
4. Rao V S P & Krishna Hari V (2006) – Management- Text & Cases, Excel Books.
5. Prasad L M – Principles and Practice of Management – Sultan Chand & Sons.
6. Tripathi P C & Reddy P N – Principles of Management.
7. C B Gupta - Principles of Management.
8. Appaniah & Reddy - Essentials of Management
9. Srinivasan & Chunawalla - Management Principles and Practice
10. J.S. Chandan - Management Concepts and Strategies

## **HA I 02 MEDICAL TERMINOLOGY**

UNIT - 1 - 20 hours

Introduction to medical terminology - Word formation & syntax - Greek alphabet - Greek & Latin prepositional & adverbial prefixes - Singular & plural endings

UNIT - 2 - 30 hours

Human Anatomy and Physiology – Structure & functions of following systems:

- a. Digestive System
- b. Respiratory system
- c. Circulatory system
- d. Central Nervous system

UNIT - 3 - 30 hours

Human Anatomy and Physiology – Structure & functions of following systems:

- a. Muscular Skeletal system
- b. Reproductive system
- c. Excretory system
- d. Endocrine Glands

UNIT - 4 - 20 hours

Commonly used prefixes in medical terminology - Commonly used suffixes in medical terminology - Commonly used root words in medical terminology.

Common Latin term used in prescription writing - Study of standard abbreviations- Commonly used medical terms to define different parts of the body

UNIT - 5 - 25 hours

Medical terminology used by Cardiologist - Medical terminology used by Neurologist Medical terminology used by Nephrologist - Medical terminology used by Gastroenterologist - Medical terminology used by ENT surgeon - Medical terminology used by Dentist - Medical terminology used by Orthopedician - Medical terminology used by Gynecologist - Medical terminology used by Oncologist - Medical terminology used by Dermatologist - Medical terminology used by Endocrinologist

## **BOOKS FOR REFERENCE**

1. Ross & Wilson Anatomy and Physiology in Health and Illness - Textbook by Allison Grant, Anne Waugh, and Kathleen J. W. Wilson.
2. Fundamentals of Anatomy and Physiology- Textbook by Frederic H. Martini
3. Principles of Anatomy and Physiology - Book by Bryan H. Derrickson and Gerard J. Tortora

## **HA I 03 FUNDAMENTALS OF ACCOUNTING**

UNIT – 1: - 15 hours

Introduction to Accounting - Meaning, Need for accounting, Internal and External uses of Accounting information, Accounting concepts and conventions, Accounting practices, Generally Accepted Accounting Principles (Concept only of GAAP)

UNIT – 2: - 25 hours

Accounting systems & process - Nature of accounting, Systems of accounting (Single entry and double entry), Process of accounting, transactions, journal entries and posting to ledger.

UNIT – 3: - 25 hours

Subsidiary books - all subsidiary books (Sales book, sales return book, purchases book, purchase returns book, bills receivable book, bills payable book, cash book (Single column, double column, and three columnar cash book), petty cash book and journal proper. Bank reconciliation statement - Need for reconciliation and preparation of bank reconciliation statement.

UNIT – 4: - 10 hours

Rectification of errors and Trial balance - Types of accounting errors and methods of rectification of errors, Preparation of Trial balance.

UNIT – 5: - 15 hours

Final Accounts - Preparation of Trading and Profit and Loss account and balance sheet (including adjustments for Sole Proprietor concern)

UNIT – 6: - 10 hours

Single Entry system of bookkeeping - Preparation of Opening & Closing statement of Affairs and Computation of profit.

**BOOKS FOR REFERENCE:**

1. V.A.Patil and J.S.Korlahalli - Principles and Practice of Accountancy
2. Grewal T.E - Double Entry book keeping
3. Shukla and Grewal - Advanced Accountancy
4. Gupta and Radhaswamy - Advanced Accountancy Vol I & II
5. Hrishikesh Chakraborty - Advanced Accounts
6. Jain SP and Narang KL - Basic Financial Accounting – I
7. S.N. Maheshwari - Fundamental of Accounting

**HA I 04 HOSPITAL & HEALTH SYSTEM (HISTORY & EVOLUTION)**

UNIT – 1 - 15 hours

Definition and meaning of Health - Concept of Health ,Holistic approach to health, Determinants to health Responsibility for Health, Health & Development, Indicators of Health, Concept of Disease, Concept of Causation, Natural History of Disease, Spectrum of disease, Concepts of Control, Modes of Intervention

UNIT – 2 - 15 hours

Definition and meaning of hospital - historical development of hospitals globally, Systems of medicine, Modern medicine, changing concept of hospitals, present status of hospitals (public & private) in India, Classification of Hospitals

UNIT – 3 - 25 hours

Healthcare – Concepts, changing concepts, levels, healthcare delivery system in India, public, private sector, Indigenous system of medicine, Importance of Voluntary health agencies and health programs in delivering healthcare in India.

UNIT – 4 - 15 hours

Hospital as a system - Peculiarities of hospital system, Roles & Responsibilities of Hospitals, Administration of rural hospitals, staffing pattern & Job description.

UNIT – 5 - 10 hours

The reforms of Healthcare System- the healthcare system in US/UK, Canada, China, Singapore. Canadian lessons in Healthcare reforms & Future of Healthcare System.

UNIT – 6 - 20 hours

Recent trends in healthcare system: Medical Tourism –Introduction, Ethics, Challenges, Standards and Future. Telemedicine - History, Definition & concepts, Types, Advantages & Disadvantages, Challenges, telemedicine in India.

**BOOKS TO BE REFERRED:**

1. The Evolution of International Health System, Cumper G.E, OUP New York, 1991
2. Management of Hospital (4 Vols), S.L Goel & R. Kumar, Deep & Deep Publications Pvt. Ltd.
3. Preventive and Social Medicine, K Park, Banarsidas Bhanot Publishers.

**S P 1 ENGLISH LANGUAGE & COMMUNICATION:**

UNIT 1:

Introduction – Study Techniques – Organization of Effective Note taking and logical processes of analysis and synthesis –Use of Dictionary – Enlargement of vocabulary – effective diction

UNIT 2

Applied Grammar – Correct Usage – Structure of sentences - Structure of paragraphs – enlargement of vocabulary – Verbs –Tenses - Voice

UNIT – 3

Written Composition – precise writing and Summarizing - Report Writing – Writing of Bibliography – Enlargement of Vocabulary



#### UNIT -4

Reading and Comprehension – Review of selected material and expressing oneself in words -  
Vocabulary, Synonyms & Antonyms

#### UNIT – 5

Forms of Writing: The Essay, The Precis, The Report, The Proposal, The C.V. and Job  
Application letter - The Presentation.

#### UNIT – 6

Meaning of Communication; Role of Communication in Business; Basic elements

of the Communication process, level of Communication, forms, models and media of  
Communications, Verbal and non-verbal Communication-functions and types, Barriers to  
effective Communication.

#### **BOOKS TO BE REFERRED:**

1. English Grammar, Collins, Birmingham University, International Language Data Base,  
Rupa & Co 1993.
2. Wren & Martin – Grammar and Composition, 1989, Chand and Co, Delhi
3. Letters for all Occasions – A S Meyers, Harper Perennial
4. Spoken English - V Shashikumar and P V Dhanija, Tata Mcgraw Hill, New Delhi
5. Rajendra Paland J.S. Korlahalli-Essentials of Business Communication (Sultan Chand &  
Sons.)
6. C.S. Rayed-Communication (Mumbai: Himalaya Publishing House).
7. C.B. Gupta-Business Communication & Customer Relations (Sultan Chand & Sons.)
8. Parag Diwan-Communication Management (Deep & Deep Publication Pvt. Ltd.)

# **II SEMESTER**

## **HA II 05 ORGANISATIONAL BEHAVIOUR**

UNIT – 1 - 10 hours

Organization - Meaning and significance, Definition, Scope and Application in Management, need to study organizational behavior, Organisational structure, Emerging Organisations, challenges & opportunities for Organizational behavior.

UNIT – 2 - 10 hours

Perception – Meaning, Need, Perceptual Process, Perceptual Mechanism, Factors influencing perception & Interpersonal perception.

UNIT – 3 - 10 hours

Motivation – Meaning, Nature, Motivation process, Theories of Motivation (Maslow's Need Hierarchy theory - Herzberg's Two Factor Theory - mcgregor Theory X & Theory Y. Financial and Non Financial Incentives, Job enrichment.

UNIT – 4 - 10 hours

Attitudes – Meaning, Characteristics of Attitudes, Components of Attitude, Attitude and Behavior, Attitude formation and Measurement of Attitudes

UNIT – 5 - 10 hours

Learning and behavior modification - Principles of learning & Reinforcement, observational & Cognitive Learning. Organizational Behavior Modification - Steps in Organizational Behavior, Modification Process & Organizational Reward Systems

UNIT – 6 - 10 hours

Personality - Determinants of Personality, factors influencing personality - Biological, Cultural, Family, Social, Situational factors. Concept of Conflict – nature, process, types & resolution of conflict.

UNIT – 7 - 10 hours

Group Dynamics - Meaning, Types of Groups, Functions of small groups, Group Size Status, Managerial Implications. Group Behavior, Group Norms, Cohesiveness, Group Think

UNIT – 8 - 10 hours

Leadership - Formal and Informal Leadership, Characteristics, Leadership Styles, theories of leadership.

UNIT – 9 - 10 hours

Organizational Change – Meaning, Nature of work change, Pressure for change, Change process, Types of change, Factors influencing change, resistance to change, overcoming resistance. Organizational Development.

UNIT 10- 10 hours

Managerial skills - Analytical & Decision making skills, Decision making models, Problem solving skills, types of problem solving techniques, delegation, Assertiveness, Time management, Interpersonal skills.

**BOOKS FOR REFERENCE:**

1. Organizational Behavior - Stephen Robbins
2. Organizational Behavior - John W. Newstrom & Kieth Davis
3. Organizational Behavior - Fred Luthans
4. Organizational Behavior - K. Aswathappa
5. Organizational Behavior - M. Gangadhar. V.S.P.Rao and P.S.Narayan,
6. Organizational Behavior - N.S. Gupta
7. Organizational Behavior - Jit. S. Chandan
8. Organizational Behavior - M.N. Mishra,
9. Management and Behavior Process - Sharma R.K & Gupta S.K,
10. Management and Behavioral Process - Appanniah & Reddy,

**HA II 06 BIO STATISTICS**

UNIT – 1: - 8 hours

Biostatistics - Introduction, Background, Basic Concepts, Definition, Functions, Scope, and Limitations.

UNIT – 2: - 15 hours

Diagrammatic and Graphic Representation – Introduction, Significance, Difference between Diagrams and Graphs & Types of Diagrams.

UNIT – 3: - 20 hours

Measures of Central Tendency – Introduction, Types of Averages, Arithmetic Mean (Simple and Weighted), Median, Mode.

UNIT – 4: - 20 hours

Measures of Dispersion – Range, Quartile Deviation, The Mean deviation and the Standard deviation, Coefficient of Variation.

UNIT – 5: - 15 hours

Correlation and Regression Analysis – Meaning, types, probable error, rank correlation (excluding bivariate and multi correlation)

UNIT – 6: - 12 hours

Time Series - Meaning and components, (Problems on moving average and least square method)

UNIT – 7: - 10 hours

Index Numbers – Classification, Construction of Index numbers, Methods of constructing index numbers, Simple Aggregative Method, Simple Average of Price Relative Method , Weighted Index Method, Laspear’s method, Paasche’s method, Fischer’s method.

**BOOKS FOR REFERENCE:**

1. Statistical Methods - S.P. Gupta
2. Fundamentals of Statistics - Elhance D.N
3. Business Statistics - Dr. B.G. Sathyaprasad & Prof. Chikkodi
4. Fundamentals of Statistics - Gupta. S.C
5. Business Statistics - S. Saha
6. Business Statistics - Dr. J.S. Chandra, Prof. Jagjit Singh & K.K. Khanna,
7. Fundamentals of Statistics - D.N. Ellahance, Veena Ellahance, B.M. Agarwal

## **HA II 07 HEALTH ECONOMICS**

UNIT – 1: - 10 hours

Business Economics - Nature & scope of Business Economics , Micro and Macro economics, Need , Objectives and importance of Business Economics. Goals of business – Economics Goals, social Goals, Below Poverty Line, Strategic Goals. Profit maximization Vs Optimization of profits.

UNIT – 2: - 15 hours

Consumer Behavior - The Law of Diminishing Marginal Utility, The law of equi-marginal utility, the indifference curve techniques, properties of indifference curve.

UNIT – 3: - 15 hours

Demand and Revenue Concepts - Meaning of demand, Determinants of demands, Demand Schedule, The Demand curve, The Law of Demand, Exceptions to the law of demand, Demand Distinction (types of demand), Elasticity of Demand. Price elasticity – Types, Measurement of Price elasticity, factors influencing elasticity of demand. Income elasticity of demand – Types, Cross elasticity of demand. Demand Forecasting – Types, Techniques. Revenue concepts – Total revenue, Average revenue, Marginal revenue.

UNIT – 4: - 15 hours

Production – Introduction, Production Functions, and Law of Variable Proportions, Production functions with two variable inputs (isoquants & iso costs). Equilibrium through Iso quants and Iso cost curves.

UNIT – 5: - 15 hours

Analysis of Market situations and Pricing - Kinds of competitive situation, features of perfect competition, monopoly, duopoly, oligopoly and monopolistic competition. Pricing - Meaning, Types of pricing, Pricing under different market situation, Perfect competition, Price determination under monopoly price discrimination and Price determination.

UNIT – 6: - 15 hours

National Income- Meaning, Methods & difficulties of Measuring National income, uses, Meaning of GNP, GDP, NNP, PI, DPI. Business cycles - Meaning, Features & Phases of a trade cycle, adjusting business plans to cyclical situations.

UNIT – 7: - 15 hours

Methods & Techniques of Economic Evaluation of Health Programmes, Cost benefit & cost effective methods, output & input analysis. Insurance programs – Advantages and disadvantages, Health insurance schemes in India, Public Private Partnerships in health sector

**BOOKS FOR REFERENCE:**

1. Business Economics - Reddy P.N and Appanniah H.R
2. Managerial Economics - Srivayya, Gangadhara Rao, Rao V.S.P.
3. Managerial Economics - Gupta G.S.
4. Managerial Economics - Dr. D.M. Mithani
5. Business Economics - Sharma N.K.
6. Business Economics - Wali and Kalkundikar
7. Managerial Economics - D.N. Dwivedi
8. Business Economics - Lekhi. R.K and Aggarwal S.L

**HA II 08 EPIDEMIOLOGY & PUBLIC HEALTH ADMINISTRATION**

Unit – 1 - 10 hours

Demography Trends - World population trends, Indian Population trends & Health implications, vital statistics.

Unit – 2 - 25 hours

National health policy - meaning, need and priorities, National health programmes, Health committees and their recommendations, Health services through Five Year Plans, Health for All by 2000 AD, and National Rural Health Mission, International Classification of Disease.

Unit – 3 - 20 hours

Health planning and management: health system in India- central, state and local. Nutritional problems in India & Geriatric care. Health Education – principles, methods & materials.

Unit – 4 - 20 hours

Organizations for Health: Voluntary health agencies in India – Indian Red Cross Society , Hind Kusht Nivaran Sang, Bharat Sevak Samaj, Central Social Welfare Board, Kasturba Memorial Fund, All India Women’s Conference, FPAI, Indian Council for Child Welfare, Tuberculosis Association of India, The All India Blind Relief Society-Professional Bodies. International Health Organizations – WHO, UNICEF, UNDP, UNFPA, FAO, ILO, Rockefeller Foundation, CARE, International Red Cross Society

Unit – 5 - 25 hours

National Health Programmes related to Communicable diseases- Malaria, Filariasis, Tuberculosis, Leprosy, AIDS. National Health Programmes related to Non Communicable diseases – Cancer, Blindness, Diabetes, and Mental Health, Reproductive and child health programme. Health related national programme, Integrated Child development scheme, water supply and sanitation, minimum need programme.

### **BOOKS FOR REFERENCE:**

1. Park K, Text Book on Hygiene and Preventive Medicine, Banarsidas, Bhanoy.
2. Francis CM & Mario Ode Souza, Hospital Administration, Jaypee Bros, New Delhi.
3. Study material on Hospital Administration – Vol.II, Health Care Systems in India.
4. Study Material – Vol.III, Health and Family Welfare Management

### **S P 3 CONSTITUTION OF INDIA**

Unit-I:

Meaning of the term ‘Constitution’ making of the Indian Constitution 1946-1949.

Unit-II:

The democratic institutions created by the constitution Bicameral system of Legislature at the Centre and in the States.

Unit-III:

Fundamental Rights and Duties their content and significance.

Unit – IV:

Directive Principles of States Policies the need to balance Fundamental Rights with Directive Principles.

Unit – V:

Special Rights created in the Constitution for: Dalits, Backwards, Women and Children and the Religious and Linguistic Minorities.

Unit-VI:

Doctrine of Separation of Powers - legislative, Executive and Judicial and their functioning in India.

Unit – VII:

The Election Commission and State Public Service commissions.

Unit – VIII:

Method of amending the Constitution.

Unit – IX:

Enforcing rights through Writs.

Unit – X:

Constitution and Sustainable Development in India.

### **BOOKS FOR REFERENCE**

1. J.C. Johari: The Constitution of India- A Politico-Legal Study-Sterling Publication, Pvt. Ltd. New Delhi
2. J.N. Pandey: Constitution Law of India, Allahabad, Central Law Agency, 1998.
3. Granville Austin: The Indian Constitution – Corner Stone of a Nation-Oxford, New Delhi, 2000.



## **S P 4 SOCIOLOGY**

### Unit 1:

Introduction - meaning, definition and scope of sociology, its relation to anthropology, psychology, social psychology - methods of sociological investigations – case study, social survey, questionnaire, interview and opinion poll methods. - Importance of its study with special reference to health care professionals

### Unit 2:

Social factors in health and disease: meaning of social factors - role of social factors in health and disease

### Unit 3:

Socialization: meaning and nature of socialization- primary, secondary and anticipatory socialization - agencies of socialization

### Unit 4:

Social groups: concepts of social groups influence of formal and informal groups on health and sickness. Roles of primary groups and secondary groups in the hospital and rehabilitation setups.

### Unit 5:

Family: the family, meaning and definitions - functions of types of family, changing family patterns - influence of family on individual's health, family and nutrition, the effects of sickness in the family and psychosomatic disease and their importance to physiotherapy

### Unit 6:

Community: rural community: meaning and features, health hazards to rural communities, health hazards to tribal community, urban community, meaning and features, health hazards of urbanities.

### Unit 7:

Culture and health: concept of health, concept of culture, culture and health, culture and health disorders

Unit 8:

Social change: meaning of social changes, factors of social changes, human adaptation and social change- social change and stress, Social change and deviance - social change and health programme, the role of social planning in the improvement of health and rehabilitation

Unit 9:

Social problems of disabled: consequences of the following social problems in relation to sickness and disability remedies to prevent these problems. Population explosion, poverty and unemployment, beggary, juvenile delinquency, prostitution, alcoholism, problems of women in employment

Unit 10:

Social security: social security and social legislation in relation to the disabled social work: meaning of social work - the role of a medical social worker

## **III SEMESTER**

### **HA III 09 HOSPITAL OPERATIONS MANAGEMENT-I (CLINICAL SERVICES)**

#### UNIT I - 25 hours

Promoting and Building a new hospital – Planning the Hospital, Guiding principles in planning hospital facilities & services, Stages in planning, Preliminary Survey, Financial Planning, Equipment Planning ( Equipment Leasing, Turnkey Projects), Need assessment survey of community, factors determining site, legal requirements, design considerations.

#### UNIT II- 15 hours

Organization of the Hospital – Organization Structure, Management structure, Types of hospitals, Governing body, Hospital committee and hospital functionaries, Roles and responsibilities of Hospital Administrators.

#### Unit III- 10 hours

Principles and methods of organizing Clinical services for hospitals, Role of clinical services/departments in the hospital management.

#### UNIT IV-25 hours

Planning, Designing, Functions & Management Of General & Specialty departments – Out Patient Services, Emergency, OT, Anesthesia, Labour Room & Delivery Suit. Ward Design of Medical & Surgical Intensive care units, General & Specialized Wards.

#### UNIT V – 25 hours

Planning, Designing, Functions & Management Of Super Specialty Departments – Cardiology, Orthopedics, Plastic Surgery, Obstetrics & Gynecology, neonatology, Pediatrics, Oncology, Nephrology & Dialysis, Urology, Neurology, Dermatology, Burns, Nuclear Medicine, Transplantation Units.

## **BOOKS TO BE REFERRED:**

1. Principles of Hospital Administration & Planning- B.M.Sakharkar
2. Management of Hospitals - S.L.Goel, R.Kumar
3. Hospital & Health Services administration-Principles & practices, Tabish, OUP
4. Hospitals- facilities planning and management – G D Kunders
5. Hospital Planning and Administration - Llewlllyn and Davis Macaulay
6. The Hospital Administrator – George, Jaypee Brothers, N. Delhi, 2003
7. Hospital Services and Planning - Sakharkar.B M.

## **HA III 10 RESEARCH METHODOLOGY & OPERATIONS RESEARCH**

### UNIT – 1 - 15 hours

Introduction – Meaning, Objectives, Types of Research, and Research Approaches, Research methods Vs Research Methodology, Steps in Research - Defining the Research Problem, Meaning, Selecting the Problem & Techniques involved in defining the problem.

### UNIT – 2 - 15 hours

Research Design – Meaning, Need, Features, Concepts, Types and basic Principles of Experimental Designs.

### UNIT – 3 - 20 hours

Sampling – Meaning, Need, Census & Sample Survey Sampling Designs, Probability Sampling (Simple Random - Systematic - Stratified - Cluster – Area Multistage - Sequential Sampling Methods), Data Collection and Processing Collection of Primary data, Collection of data through Questionnaire & Schedules, Secondary data, Qualitative techniques of data collection, Interview, Observation & Tabulation of Data.

### UNIT – 4 - 15 hours

Analysis and Interpretation of Data and Research reporting - Meaning of Interpretation, Technique of Interpretation, Significance of Report writing, Steps, Layout of the Research Report, Types of Reports, Precautions while writing Research Reports.

UNIT – 5 - 15 hours

Quantitative Techniques- Introduction, Statistical and operations Research techniques, Scope and application of quantitative techniques, scientific approach in decision making, Limitations. Probability and probability, distributions - Laws of probability, Baye's theorem, Mathematical Expectation, Binomial, Poisson and normal probability distribution.

UNIT – 6 - 20 hours

Decision Theory: Decision making under certainty, uncertainty and Risk, Decision tree analysis. Linear Programming: Graphical and Simplex Solutions of LPP, Primal and its dual, Transport and Assignment Problems. Network Analysis : Programme Evaluation and Review Technique (PERT) and critical path Method (CPM), Cost Analysis and Crashing the Network, Theory of Games and Queuing Models : Two persons Zero sum games, pure and mixed strategy, Queuing mode Single channel queuing theory Application of queuing theory in business decision making. Simulation: Advantages, Limitations, Monte Casio Method.

**BOOKS FOR REFERENCE:**

1. Research Methodology - O.R. Krishna Swamy
2. Research Methodology - CR. Kothari
3. Methodology and Techniques of Social Research - Wilkinson & Bhandarkar
4. Research Methodology in social science - Sadhu Singh
5. Research Methodology in Management - V.P. Michael
6. Operations Research -Kapoor, V.K.
7. Quantitative Techniques – Sultan Chand & Sons.

**HA III 11 HOSPITAL MEDICAL RECORDS MANAGEMENT**

Unit I - 20 hours

Records Management- Introduction, meaning and importance, definition of registers, records & forms, principles of record keeping, merits and limitations, recent trends in record maintenance, electronic forms of records.

Unit – 2 - 20 hours

Hospital Records - Meaning, Functions, Importance of medical records to Patients, Doctors, Hospitals, Public health, Press, Insurance, Police , Court of Law, Education and Research.

Unit – 3 - 20 hours

Hospital Records – Types - Out Patient record, Causality Emergency, Surgery, Obstetrics and Gynecology, Pediatrics, investigation and diagnosis. Hospital Statistics - Evaluation of Medical Care (Medical, Nursing, Pharmacy etc Audits).

Unit – 4 - 20 hours

Records organization and Management - Classification of records, Bases for classification, Indexing and Filling of records, Problems associated with medical records, International classification of Diseases (ICD) and Diagnostic Related Groups (DRG)

Unit – 5 - 10 hours

Medical Registers - Meaning, Principles, Types, Purposes, Advantages of designing registers, Registers in various departments & common problems faced.

Unit – 6 - 10 hours

Medical forms and Reports - Meaning, Types and significance, Principles of designing of forms & reports, Statutory registers and reports to be maintained.

**BOOKS TO BE REFERRED:**

1. Rajendra Pal Korlahalli JS, Essentials of Business Communication, Sultan Chand and Sons, New Delhi, 1999.
2. Prasantha Ghosh K. Office Management, Sultan Chand and Sons, New Delhi, 1995.
3. Francis CM & Mario C de Souza, Hospital Administration, 3rd Ed., Jaypee Brothers, N. Delhi.
4. George, MA, Hospital Administrator, Jaypee Brothers, N.Delhi, 2003.
5. Mogli. J D., Medical Records-Organisation & Management, JAYPEE Brothers.

## **HA III 12 PROJECT MANAGEMENT**

UNIT – 1 - 20 hours

Project Management - Introduction, Meaning & Definition of project. Defining - Project Managers, Functional Managers & Executive's role. Project Manager as a planning agent, Project Driven Vs Non Project Driven organization, marketing in the Project Driven Organization, Programs and Projects, Product Vs Project Management, Project Life Cycles, program evaluation, project analysis & management.

UNIT – 2 - 15 hours

Project Planning- Identifying strategic project variables, Project planning, Statement of work, Project specifications, Milestone schedule, Work breakdown structure, Planning cycle, Management Control, categories of project.

UNIT – 3 - 20 hours

Project Feasibility - technical feasibility, marketing feasibility, socio-economic feasibility, managerial feasibility, financial feasibility and potential feasibility.

UNIT – 4 - 15 hours

Project Evaluation and Review techniques - Estimating activity time, Estimating total program time, PERT/CPM planning, Crash time, project sustainability, operations research.

UNIT – 5 - 15 hours

Project Management Functions - Controlling, Directing, Project authority, Team building, Leadership, communications, Project review meetings, Management policies and procedures, proposal writing.

UNIT – 6 - 15 hours

Pricing Estimating & Cost Control - Types of estimates & Pricing process, Labor distributions, Overhead rates, Material/Support costs, Pricing review, Budgeting for projects variance & earned value, Status reporting, project accounting.

## **BOOKS FOR REFERENCE:**

1. Project Management - Choudary S
2. Project management - Joseph J Moder and Philips C.R.
3. Total Project management - Joy P.K.
4. Project Management - Harold Kerzer
5. Project Management - Josh S
6. Project Management - Saprthe R.K
7. Project Management and Control - Narendra Singh
8. Project Management and Entrepreneurship - Vasanth Desai

## **S P 5 COMPUTER FUNDAMENTALS**

### Unit – 1:

General features of a computer - generation of computers - personal computer – workstation - mainframe computer and super computers. Computer applications – data processing, information processing, commercial, office automation, industry and engineering, healthcare, Education, graphics and multimedia.

### Unit – 2:

Computer organization, Central processing unit, Computer memory primary memory and secondary memory. Secondary storage devices – magnetic and optical media. Input and output units. OMR, OCR, MICR, scanner, mouse, Modem.

### Unit – 3:

Computer hardware and software, Machine language and high level language, Application software. Computer program, Operating system, Computer virus, antivirus and computer security. Elements of ms dos and windows os, Computer arithmetic, Binary, octal and hexadecimal number systems, Algorithm and flowcharts - Illustrations. Elements of database and its applications.

### Unit – 4:

Word processing and electronic spread sheet, An overview of ms word, ms excel and ms PowerPoint, Elements of basic programming - Simple illustrations.



## Unit – 5:

Network of computers- Types of networks, LAN, intranet and internet. Internet applications, World Wide Web, E-mail, browsing and searching. Search engines. Multimedia applications.

List of practical assignments: (12 sessions of 2 hours each)

1. System use, keyboard, mouse operations. Word pad and paint brush. Creating a folder and saving a document – 2 sessions.
2. Simple MS. Dos commands – 1 session
3. Windows operating system – icons, menus and submenus, my computer – 2 sessions
4. Desktop publishing – preparation of a document using ms.word – 2 sessions
5. Installation of software, virus scanning – illustrations – 1 session.
6. Spreadsheet calculations using ms.excel – 1 session.
7. Basic programming – illustrations – 1 session.
8. Internet use. Surfing, browsing, search engines, e-mail. – 2 sessions.

### **BOOKS FOR REFERENCE:**

1. Alexis leon and mathews leon (1999): fundamentals of information technology, leon techworld pub.
2. Jain, s.k. (1999): information technology “o” level made simple, bpb pub.
3. Jain, v.k. (2000): “o” level personal computer software, bpb pub.
4. Rajaraman, v. (1999): fundamentals of computers, prentice hall india.
5. Hamacher, computer organisation, mc graw.

## **S P 6 HEALTHCARE**

### UNIT 1:

Introduction to Health- Definition of Health, Determinants of Health, Health Indicators of India, Health Team Concept, National Health Policy, National Health Programmes (Briefly Objectives and scope), Population of India and Family welfare programme in India

### UNIT 2:

Introduction to Nursing - What is nursing? Nursing principles. Inter-Personnel relationships. Bandaging - Basic turns, Bandaging extremities, Triangular Bandages and their application.

### UNIT 3:

Nursing Position, Bed making, prone, lateral, dorsal, dorsal recumbent, Fowler's positions, comfort measures, Aids and rest and sleep. - Lifting and Transporting Patients: Lifting patients up in the bed, transferring from bed to wheel chair, transferring from bed to stretcher.

### UNIT 4:

Bed Side Management: Giving and taking Bed pan, Urinal: Observation of stools, urine. Observation of sputum, Understand, use and care of catheters, enema giving.

### UNIT 5:

Methods of Giving Nourishment: Feeding, Tube feeding, drips, transfusion - Care Of Rubber Goods - Recording of body temperature, respiration and pulse, -

Simple aseptic technique, sterilization and disinfection - Surgical Dressing: Observation of dressing procedures

### UNIT 6:

First Aid: Syllabus as for Certificate Course of Red Cross Society of St. John's Ambulance Brigade.

## **IV SEMESTER**

### **HA IV 13 HOSPITAL OPERATIONS MANAGEMENT-II (NON CLINICAL SERVICES)**

Unit I - 10 hours

Principles and methods of organizing - Administrative & support services for Hospitals, Importance & Role of supportive services / departments in the hospital management.

Unit II - 25 hours

Planning, Designing, functions & management of Non-Clinical Services - Pharmacy, Physiotherapy, Clinical laboratory & Blood bank, Radiology & Imaging, Nuclear medicine, Radio therapy, Medical Records department, CSSD.

Unit III - 20 hours

Nursing Services - Objective, Nursing administration, Duty of nursing officers, nursing and support staff in the ward, nursing by-laws, rules, policies and procedures, nursing audit – determining nursing complement in hospital.

Unit IV – 20 hours

Planning, Designing, functions & management of Support Services: Enquiry, Reception and Admission, Dietary and catering, Linen & Laundry, Housekeeping, Security, General & Medical Stores, Ambulance & Transport service.

UNIT V - 10 hours

Planning, Designing, Functions & Management of- Administrative Services, Hospital Administration Unit, Financial Management Unit, Hospital Information System, Human Resource Management, Marketing & Public Relations Unit.

UNIT - 6 - 15 hours

Planning and Designing Systems – Engineering Department, Maintenance Department Biomedical Engineering, Electricity & water supply system, Air Conditioning System, Centralized Medical Gas System, Communications System, Environmental Control.

**BOOKS TO BE REFERRED:**

1. Principles of Hospital Administration & Planning: B.M.Sakharkar
2. Management of Hospitals: S.L.Goel, R.Kumar
3. Hospital & Health Services administration-Principles & practices, Tabish, OUP
4. Hospitals- facilities planning and management – G D Kunders
5. Hospital Planning and Administration- Llewlynn and Davis Macaulay
6. George, The Hospital Administrator - Jaypee Brothers, N. Delhi, 2003
7. Hospital Medical International Pvt. Ltd., Hospital Administration,
8. Kusum Samant, Hospital Ward Management, Vora Medical Publications, Mumbai.

**HA IV 14 MANAGEMENT INFORMATION SYSTEMS**

UNIT – 1: - 10 hours

Introduction to MIS – Concept, roles & objectives of MIS, emergence of MIS, MIS and computers, Impact of MIS, systems approach to MIS, Advantages and disadvantages of computer

based MIS, Importance of information in decision making and strategy building, information systems and subsystems.

UNIT – 2: - 15 hours

Information - Classification of information, Levels of information, Methods of data and Information collection value of Information. Conceptual foundations - The decision making process, systems approach to problem solving, support systems for planning. Role of MIS in surveillance for healthcare.

UNIT – 3: - 20 hours

Technical foundations of Information System - Introduction to computer concepts, hardware and software concepts applied to Information System, Database and file management, determining the information requirements. Development of MIS - factors responsible for development of MIS, Implementation of MIS & evaluation of MIS.

UNIT– 4: - 20 hours

System Analysis and Design - Introduction, System Analysis for existing system, system analysis for new requirements, MIS and system /system analysis, cost benefit analysis, Subsystems of MIS (Transaction processing systems, DSS and GDSS, ES). Decision making and MIS - decision making concepts, organizational decision-making, MIS as technique for programme decisions, Decision support system, MIS and role of DSS.

UNIT – 5: - 15 hours

Information Subsystems and Organization- Introduction to ERP, BPR, AI, EIS, KMS and ECRM. Data base Management systems- Data base concepts, data base models data base design, RDEMS MIS and RDEMS, Introduction to oracle & Data Access Management systems. Network - Introduction, topology, LAN and WAN & Data communication.

UNIT – 6: - 20 hours

MIS in operations, MIS for Finance, MIS for Marketing, MIS for production, MIS for Human resource Management, MIS for marketing & MIS for Diagnostics. Network Usage, MIS and client server, Data Processing/Transaction processing.

## **BOOKS FOR REFERENCE:**

1. Javedkar, W.S.-Management Information Systems (Tata McGraw-Hill Publishing Company Ltd., New Delhi)
2. Mardic R.G., Ross J.E.& clagget J.R. - Information System for Modern Management (Prentice Hall of India)
3. James A.O. Brien Management Information Systems, (Galgota Publications)
4. Locus, Analysis, Design and Implementation of Information System (McGraw-Hill Book Co.)
5. Anderson, Lavid L. Post, Gerald V., Management Information System (Tata-McGraw Hill Publishing Co.)

## **HA IV 15 STRATEGIC MANAGEMENT**

UNIT – 1 – 10 hours

Business Policy- Introduction, Definition and Importance, Purpose & objectives of business policy.

UNIT – 2 - 20 hours

Utility and application of strategic management- Meaning and definition of strategy, Need & process of strategic management, Strategic decision-making. Reasons for failure of strategic management, Strategists and their role in strategic management.

UNIT – 3 - 12 hours

Environment appraisal- The concept of environment, The Company and its environment, scanning the environment, relating opportunities and resources based on appraisal of the environment (situation analysis - opportunities and threats analysis).

UNIT – 4 - 20 hours

Strategic planning - Process, strategic plan. Corporate level strategies [Stability strategy, expansion strategy, merger strategy, retrenchment strategy, restructures strategy]. Business level strategy - SBU (strategic business units, cost leadership, decentralization).

UNIT – 5 - 20 hours

Implementation of strategies: Activating strategy - interrelationship between formulation and implementation, aspects of strategy implementation, project implementation, and procedural implementation, Structural implementation, structural considerations & structures for strategies. Organizational Design and change, Organizational systems, Behavioral implementation, Leadership implementation, corporate culture, corporate politics and use of power. Functional and operational implementation - Functional strategies, Functional Plans and policies, Financial, marketing, operational and personnel dimensions of functional plans and policies, Integration of functional plans and policies.

UNIT – 6 - 10 hours

Strategy evaluation - Strategic evaluation and control, operational control, overview of management control, focus on KRA (Key Result Areas).

UNIT – 7 - 8 hours

Social responsibilities - The Company and its social responsibilities, social responsibility for economic growth, Social audit.

#### **BOOKS FOR REFERENCE:**

1. R. Nanjundaiah & Dr. S. Ramesh, Strategic planning and business policy.
2. Azhar Kazmi, Business policy and strategic management.
3. Michael, Business policy and Environment.
4. Verma, Business policy.
5. Ghosh P.K, Business policy and strategic Planning & management.
6. Lawrence, Business policy and strategic management.
7. Sukul Lomesh, P.K. Mishra, Business Policy and Strategic Management.
8. Sharma & Gupta, Strategic Management.

### **HA IV 16 COST ACCOUNTING**

UNIT-1:18 Hours

Cost accounting – Introduction, Meaning and Definition of Cost, Costing and Cost Accounting- Objectives of Costing- Comparison between Financial Accounting and Cost accounting- Scope

and Uses of Cost Accounting- Classification of Costs- Cost Unit- Cost Center- Elements of Cost- Preparation of Cost Sheet- Tenders and Quotations.

UNIT-2:18 Hours

Material cost control – Meaning, Types- Direct Material- Indirect Material- Purchasing Procedure- Material Control- Techniques of Inventory Control- Setting of Stock Levels- EOQ- ABC Analysis- VED Analysis- Perpetual Inventory System- Methods of Pricing Material Issues: FIFO, LIFO, Simple Average Price Method, Weighted Average Price Method..

UNIT-3:18 Hours

Labour cost control – Meaning, Types, Direct Labour, and Indirect Labour. Time Keeping, Time Booking, Idle Time, Over Time, Labour Turn Over- Time Rate System- Piece Rate System- Incentive Systems- Halsey Plan- Rowan Plan- Taylors Differential Piece rate System and Merricks Differential Piece rate System- Employee welfare Cost and Fringe Benefits.

UNIT-4: 20 Hours

Overhead cost control- Meaning and Definition, Classification of Overheads, Procedure for Accounting and Control of Overheads, Allocation of Overheads, Apportionment of Overheads- Primary Overhead Distribution Summary, Secondary Overhead Distribution Summary: Repeated Distribution Method and Simultaneous Equations Method, Absorption of Overheads, Methods of Absorption: Machine Hour Rate.

UNIT-5: 16 Hours

Reconciliation of cost and financial accounts - Need for Reconciliation, Reasons for Difference in Profit or Loss shown by Cost Accounts and Financial Accounts, Preparation of Reconciliation Statement.

UNIT-6: 12 Hours

Methods and techniques of costing- Costing Methods: Output Costing, Contract Costing, Service Costing, and Process Costing (only theory)

Cost Control Techniques: Budgetary Control, Standard Costing and Marginal Costing (onlytheory)

## **BOOKS TO BE REFERRED:**

1. M.N.Arora: Cost Accounting
2. S.P.Jain and K.L.Narang: Cost Accounting
3. S.P.Iyengar: Cost Accounting
4. S.N.Maheshwari Cost Accounting
5. M.L.Agarwal: Cost Accounting

## **S P 7 ENVIRONMENT & ECOLOGY**

### Unit – 1

General meaning of environment, relevance of the subject environment, ecology for hospital administrators.

### Unit – 2

Brief outline of the environment (protection) act 1986 & its importance for hospital administration, Legislation vs. Social obligation of hospitals, Role of ngo's like green peace in environmental protection.

### Unit – 3

Ecology - brief outline on elements of ecology; brief discussion on ecological balance and consequences of change, principles of environmental impact assessment. Environmental impact assessment report (eia).

### Unit – 4

Air pollution and control - factors responsible for causing air pollution in hospitals, sources & effects of air pollutants in the hospital context. Primary & secondary pollutants, green house effect, depletion of ozone layer. Brief discussion on the air (prevention & control of pollution) Act 1989.

### Unit – 5

Water pollution and control - brief discussion on hydrosphere, natural water, pollutants: their origin and effects, river/lake/ground water pollution, the financial implication of water pollution control and steps required to be taken e.g. Sewerage treatment plant, water treatment plant.



Standards and control in Relation to the effect of legislation by central and state boards for prevention and control of water pollution.

#### Unit – 6

Land pollution- Brief understanding of lithosphere, pollutants, municipal, industrial, commercial, agricultural, hospital, hazardous solid waste); their original effects, collection and disposal of solid waste, recovery & conversion methods in relation to an hospital enterprise with discussion about the financial implication.

#### Unit – 7

Noise pollution - Sources, effects, standards & control

### **BOOKS FOR REFERENCE**

1. Environmental science, cunningham,tmh
2. Environmental studies, a.k.de & a.k.de, new age international
3. Environmental pollution control engineering, c.s.rao, new age international
4. Environmental management, n.k. obero, excel books
5. Ecosystem principles & sustainable agriculture, sithampanathan, scitech
6. Text book of environmental studies for under gradute courses by erach bharucha reprinted in 2006, orient longman private limited /universities press india pvt. Ltd

# **V SEMESTER**

## **HA V 17 QUALITY IN HEALTHCARE**

UNIT – 1 - 10 hours

Fundamentals of Quality Management: Introduction, Objectives, Historical Background, Concept of Quality Management, contributions by Quality Management Gurus (Kaoru Ishikawa, Juran's trilogy, Kaizen, Philip Crosby's principles, Deming, Pareto)

UNIT – 2 - 10 hours

Quality control tools & techniques - Brain storming, Bench marking, Business process reengineering (BPR), statistical process control, fish bone diagram, six sigma concept, poka yoke, Quality Assurance, Continuous quality improvement (CQI), quality circles.

UNIT – 3 - 20 hours

Techniques of Quality Management - Improving Hospital Performance, Patient Participation, Quality Health Care through Patient Satisfaction, conceptual model for assessing quality in health care.

UNIT – 4 - 20 hours

Organization wide Quality Improvement in Health Care – Introduction, organizing for Quality Assessment, Quality Improvement fundamentals, A Quality Improvement model of daily Patient Care.

UNIT – 5 - 20 hours

Assessing Quality Health Care - Attributes of Quality in Health Care, Attributes of a Good Patient Practitioners Relationship, Patient Satisfaction Survey, and The measurement of Quality in health care.

UNIT – 6 - 8 hours

Total quality management - The implementation of Total Quality, Planning Quality, organizing Quality, Evaluating Quality, Transforming organizations to a Total Quality Philosophy and Culture. Outcome Management and Total Quality - Background of Quality outcome, what is quality outcome and what is outcome Management?

UNIT – 7 - 12 hours

Concepts of Accreditation in Hospitals: NABH, NABL, JCI - ISO 9000 Quality Management, Effects and Benefits of ISO 9000 management System & clauses. Audits for quality assessment & management-Antibiotic audit, Infection control Review & Tissue Committee review.

**BOOKS TO BE REFERRED:**

1. Raandi Schmidt J. Trumbo and R. Jonson, Quality in Health Care Sector – ASQC Quality Press.
2. Quality Improvement in Health Care, 2nd Ed, Nelson Thrones
3. Total Quality Management, S.K.Joshy

**HA V 18 HUMAN RESOURCE MANAGEMENT**

UNIT – 1 - 10 hours

Human Resource Management - Meaning of HRM, Importance of HRM, Objectives and Functions, process of HRM, Systems and Techniques, Role of human resource manager, duties and responsibilities of human resource Manager, typical organization set up of human resource department.

UNIT – 2 - 20 hours

Human resource planning, Recruitment, Selection and Placement in hospitals- Meaning and importance of human resource planning, benefits of human resource planning, Meaning of recruitment, selection, placement and training, Methods of Recruitment and Selection, Uses of tests in selection, Problems involved in placement.

UNIT – 3 - 10 hours

Training and Induction in hospitals - Meaning of Training and Induction, Objective and purpose of induction, Need for training, benefits of training, Identification of training needs, methods of training, executive development.

UNIT – 4 - 10 hours

Performance Appraisal – Meaning, objectives, methods of performance appraisal and limitations, productivity analysis. Reference checking- concept, definition, process, benefits and challenges.

UNIT – 5 - 20 hours

Principles and techniques of wage fixation - meaning & objectives of compensation. Promotion & Transfers in Hospitals – Purpose & basis of promotion, Meaning, reasons & types of transfer, right sizing of work force. Need for right sizing, Developing Policies for Compensation, Incentive, promotion & Welfare Programmes.

UNIT – 6 - 20 hours

Work Environment - Meaning of work environment, Quality of work life, Fatigue, Implications of fatigue, causes and symptoms of fatigue. Monotony and boredom - factors contributing to monotony and boredom. Industrial accidents, Employee safety & Morale, Grievance & Grievances handling, Personnel records & Personnel Audits.

UNIT – 7 - 10 hours

HRD - Meaning of HRD, Role of training in HRD, Knowledge management, Knowledge resources, Impact of globalization on human resource management, problems in relation to Hospitals.

### **BOOKS FOR REFERENCE:**

1. C.B.Mammoria - Personnel management
2. Edwin Flippo - Personnel management
3. Aswathappa - Human Resource Management
4. Subba Rao - Human Resources management
5. Michael Porter - HRM and human Relations
6. Biswanath Ghosh - Human Resource Development and Management.
7. Reddy & Appanniah - Personnel Management.
8. Sahni - Personnel Management.

## **HA V 19 HOSPITAL HAZARDS & DISASTER MANAGEMENT**

### Unit 1- 10 hours

Hospital hazards – meaning, types (physical, biological, mechanical & psychological), its impact on employees, preventive measures. Hospital hazards management- meaning, need, principles, purpose

### Unit 2 - 15 hours

Control of hospital acquired infection- types of infection, Common Nosocomial infections and their causative agents, prevention of hospital acquired infection, role of central sterile supply department, infection control committee, monitoring and control of cross infection, staff health, and patient safety.

### Unit 3 - 15 hours

Biomedical waste management – meaning & categories of biomedical Wastes, disposal of biomedical waste products, incineration and its importance. Government rules and schedules, standards for waste autoclaving, micro waving and deep burial, segregation, packaging, transportation & storage.

### Unit 4 - 12 hours

Human waste disposal and sewage disposal- diseases carried from excreta, sanitation barrier, methods of excreta disposal. Sewage wastes – meaning, composition, aims of sewage disposal, decomposition of organic matter, modern sewage treatment, drawbacks of improper disposal of wastes – solid and liquid – effluent treatment plan.

### Unit 5 - 15 hours

Medical insurance: national insurance companies, paramount health care services, third party insurance, payment terms and conditions & limitations of liability and indemnity.

### Unit 6 - 15 hours

Disaster – meaning, types, manmade, natural, need for disaster Management. Management of natural disasters - flood, earth quake, drought, cyclone, tsunami etc. Epidemics - cholera, plague, typhoid, jaundice & management of epidemics.

Unit 7 - 10 hours

Management of man-made disasters - nuclear, biological & chemical disasters, Accidents - road, train & fire. Management of food poisoning, alcoholic and drug addiction, organization of medical camps.

Unit 8 - 8 hours

Management of disaster – prevention, method precautions, ambulance management. Role of hospitals, community, voluntary agencies and government in disaster management.

**BOOKS TO BE REFERRED:**

1. Shahunth and panekar v. - first aid, vora publication
2. First aid manual - accident and emergency, vora medical publ.
3. Park k. - Preventive and social medicine
4. Park k - Text book on hygiene and preventive medicine, banarsidas bhanot.

**HA V 20 FINANCIAL MANAGEMENT**

Unit- - 10 hours

Introduction- meaning and definition of finance, finance function, aims of finance, functions, organization structure of finance. Financial management- goals of financial management, financial decisions & role of a financial manager. Financial planning- steps in financial planning, Principles of a sound financial planning.

Unit-2: - 10 hours

Time value of money- Introduction, meaning, definition, need, future value (single-uneven flow and annuity, present value (single-uneven flow and annuity), doubling period.

### Unit-3 - 10 hours

Financing decisions - Introduction to capitalization and capital structure, sources and instruments of funds (long term, medium term and short term sources). Capital market - primary and secondary, money market.

### Unit-4 - 15 hours

Cost of capital - Meaning, computation of cost of capital - cost of equity, preference, debentures and retained earnings. Weighted average cost of capital & marginal cost of capital.

### Unit-5 - 15 hours

Capital structure- Meaning, optimum capital structure, factors influencing capital structure, ebit eps analysis & problems. Leverages- operating leverage, financial leverage, combined leverage & problems.

### Unit-6 - 20 hours

Investment decision- Introduction, meaning and definition of capital budgeting, features, significance, process, techniques of capital budgeting, payback period, accounting rate of return, net present value, internal rate of return & problems.

### Unit-7 - 10 hours

Working capital management- Introduction, concept of working capital, significance of adequate working capital, evils of excess or inadequate working capital, determinants of working capital, cash management, receivables management, inventory management & simple problems on working capital requirements.

### Unit-8- 10 hours

Dividend decision – Introduction, meaning and definition, determinants of dividend policy, types of dividend policy & forms of dividends.

### **BOOKS TO BE REFERRED:**

1. Khan and jain: financial management
2. Prasanna chandra- financial management
3. I.m.pandey: financial management

4. Sharma and shashi.k.gupta: financial management
5. S.n.maheshwari: financial management

## **VI SEMESTER**

### **HA VI 21 MATERIALS PLANNING & MANAGEMENT**

#### UNIT- 1 - 10 hours

Materials management – meaning, concept, objectives & importance. Material planning – objectives, integrated approach to materials planning and control, relevance of materials management to hospitals.

#### UNIT – 2 - 20 hours

Purchasing – types, significance of purchasing policy, principles of scientific purchasing, factors affecting purchasing, essence of sound purchasing policy, purchasing methods, purchasing procedure, imports of equipments and medicines for hospitals. LC payments, common foreign currencies, documents & procedures.

#### UNIT – 3 - 20 hours

Stores management – objectives, functions, stores location, store accounting and records, stock verification, principles of storage & stores accounting, types of storage care & preservation of materials, equipments in inventory control, role of computers in stores management, need of research for stores management.

#### UNIT – 4 - 20 hours

Inventory control and purchase management - meaning and significance, concept, importance, techniques. Purchasing & procurement - principles of sourcing, purchase methods & procedures, legal aspects of purchasing. Reference to contract act, sale of goods act, drug control act in respect to purchase activities, Import substitution.

#### UNIT – 5 - 20 hours

Quality control & quality management - principles & methods, distribution management (logistics management), distribution of materials to various departments & auxiliary services. Exceptional



management needs in healthcare units – management of blood bank, donated organs, morgues, dispensaries.

UNIT -6 - 10 hours

Contract administration- administration of services obtained through contract principles. Model contract for laundry, dietary, dispensary, security & ambulance services.

**BOOKS FOR REFERENCE:**

1. Jha s.m, hospital management 2001, hph, mumbai.
2. Ammer s, purchasing and materials management for health care institutions; north eastern university.
3. Jha s.m, services marketing
4. Chap 12 hospital marketing 2000, hph, mumbai.

**HA VI 22 MARKETING MANAGEMENT & PUBLIC RELATIONS IN HEALTHCARE**

UNIT— 1:- 15 hours

Introduction to marketing- definition, nature, scope and importance of marketing, approaches to the study of marketing and economic development, traditional and modern concept of marketing, functions of marketing.

UNIT - 2:-10 hours

Marketing environment- analyzing needs & trends in the micro & macro- environment. Marketing mix- the elements of marketing mix. Market segmentation - bases for market segmentation, requisites of sound marketing segmentation. Market targeting strategies – positioning, undifferentiated marketing, concentrated marketing & Services marketing.

UNIT— 3:-10hours

Analyzing consumer markets and buying behavior – factors influencing buying behavior (cultural, social, personal, psychological), the buying decision process & stages of the buying decision process

UNIT— 4:-10hours

Product – classification of products, product mix decision, product line, product addition & deletion. Product lifecycle, product planning, diversification, product positioning. New product development process and strategies, concepts of branding, packaging & labeling

UNIT— 5:-05 hours

Pricing – pricing objectives, policies, factors influencing pricing policy, method of pricing policies and strategies.

UNIT— 6:-10 hours

Channels of distribution – definition, need, channel, design decision, channel management decision, factors affecting channels & types of marketing channels.

UNIT— 7:-10hours

Promotion – nature and importance of promotion, promotional methods – advertising decisions, differences between sales promotion & public relations , direct selling, advertising copy, evaluation of advertising, differences between personal selling and sales promotion.

UNIT— 8:-10hours

Marketing research – marketing information system, components, marketing intelligence system, marketing research, process, types and techniques of organizing marketing research.

UNIT— 9:-10hours

Recent trends in hospital marketing – e- business, tele-marketing, m-business, and relationship marketing, Retailing, concept marketing & virtual marketing. Application of social media in hospital marketing & Concepts of digital marketing.

UNIT-10:- 10 hours

Public relations (PR) – theory and concept, branches of public relations, roles of public relations staff in hospitals, functions of public relations department, differences between HRM & PR, liaison with government agencies.

### **BOOKS FOR REFERENCE:**

1. Philip Kotler - marketing management

2. William J. Stanton - marketing management
3. Sherleker S. A - marketing management
4. J. C Gandhi - marketing management
5. Davar - modern marketing management.
6. Joel R. Evans and Barry Berman - marketing in the 21<sup>st</sup> century, Biztantra pub.
7. P K .Gupta .eph - Marketing management & Research.
8. M.v.kulkarni .eph - Marketing research.

## **HA V 23 MANAGEMENT ACCOUNTING**

Unit-1: 10 hours

Introduction to management accounting- Meaning, objectives, nature and scope of management accounting, role of management accountant, relationship between financial accounting, cost accounting and management accounting.

Unit-2: 18 hours

Financial statement analysis- Meaning, types, types of financial analysis, methods of financial statement analysis, comparative statements, common size statements, trend analysis.

Unit-3: 25 hours

Ratio analysis - Meaning, importance, utility of ratios, classification, calculation & limitations of ratios.

Unit-4: 25 hours

Fund flow and cash flow analysis- Meaning, concept of funds flow statement, uses and significance of funds flow statement, procedure for preparing funds flow statement, schedule of changes in working capital, funds from operations, statement of sources and application of funds. Cash flow analysis- meaning and concept, comparison between cash

flow and funds flow statements, uses and significance of cash flow statement, cash flow from operating, investment and financing activities.

Unit-5: 22 hours

Marginal costing - Marginal costing, meaning, features and assumptions, CVP analysis, calculation of breakeven point.

Budgetary control - meaning and definition of budget and budgetary control, objectives of budgetary control, classification of budget, preparation of flexible budget & cash budget.

#### **BOOKS FOR REFERENCE:**

1. M.n.arora: management accounting
2. Sharma and gupta: management accounting
3. S.n.maheshwari management accounting
4. Jawaharlal: essentials of managerial accounting
5. B.s.raman: management accounting

### **HA VI 24 HOSPITALS RELATED LAW**

UNIT – 1 - 15 hours

Introduction to Indian constitution- content and significance of fundamental rights and duties, sources of law, interpretation of law, important provisions under Indian contract act, insurance act, trust act, societies registration act.

UNIT – 2 - 15 hours

Laws governing the qualification or practice and conduct of professionals: transplantation of human organs act 1994, pre-natal diagnostic techniques (regulation and prevention of misuse) act 1994, central births and deaths registration act 1969, medical termination of pregnancy act 1971, mental health act, patient consent.

#### UNIT – 3 - 20 hours

Law governing sale, storage of drugs and safe medication: drugs and cosmetics act 1948, narcotics and psychotropic substances act, pharmacy act 1948, poison act 1919, sales of goods act, drugs and magic remedies (objectionable advertisement) act 1954, dying declaration.

#### UNIT – 4 - 20 hours

Law governing employment and management of manpower: employees provident fund act 1952, payment of gratuity act 1972, minimum wages act 1948, payment of wages act 1916, maternity benefit act 1961, workmen compensation act 1923, industrial employment (standing order) act, trade union act, industrial disputes act.

#### UNIT – 5 - 15 hours

Laws governing medico-legal aspects: consumer protection act 1986, application of c.p act in hospital, recent judgment of supreme court, implication for health professionals, medical negligence act, bio-medical waste management rules, fire safety rules and act, medical establishment (registration and regulation) act, Indian evidence act, .law of torts, income tax act.

#### UNIT – 6 - 15 hours

Ethics in health care: introduction to ethics; nature, scope and purpose- values, norms, beliefs and standards , ethical guidelines for bio-medical research, Indian medical council (professional conduct, etiquette and ethical regulation).

#### **BOOKS FOR REFERENCE:**

1. Hospital Law Manual – Walters Kluwer
2. Hospital Law Manual- Aspen Health law
3. Hospital & Law - Brig. M A George.

## SECTION-IV

### MONITORING LEARNING PROGRESS

It is essential to monitor the learning progress of each candidate through continuous appraisal and regular assessment. It not only also helps teachers to evaluate students, but also students to evaluate themselves. The monitoring is done by the staff of the department based on participation of students in various teaching / learning activities. It may be structured and assessment be done using checklists that assess various aspects. Model Checklists are given in this Unit which may be copied and used.

The learning out comes to be assessed should include:

- 1) Acquisition of Knowledge:** The methods used comprise of 'Log Book' which records participation in various teaching / learning activities by the students. The number of activities attended and the number in which presentations are made are to be recorded. The log book should periodically be validated by the supervisors. Some of the activities are listed. The list is not complete. Institutions may include additional activities, if so, desired.

*Journal Review Meeting (Journal Club):* The ability to do literature search, in depth study, presentation skills, and use of audio- visual aids are to be assessed. The assessment is made by faculty members and peers attending the meeting using a checklist (see Model Checklist – I, Section IV)

*Seminars / Symposia:* The topics should be assigned to the student well in advance to facilitate in depth study. The ability to do literature search, in depth study, presentation skills and use of audio- visual aids are to be assessed using a checklist (see Model Checklist-II, Section IV)

- 2) Teaching skills:** Candidates should be encouraged to teach their own classmates or junior students. This performance should be based on assessment by the faculty

members of the department and from feedback from the undergraduate students  
(See Model checklist III, Section IV)

**3) Project Work:** Please see checklist IV and V in Section IV.

**4) Work diary / Log Book-** Every candidate shall maintain a work diary and record his/her participation in the training programmes conducted by the department such as journal reviews, seminars, etc. Special mention may be made of the presentations by the candidate.

### **Log book**

The log book is a record of the important activities of the candidates during his training, Internal assessment should be based on the evaluation of the log book. Collectively, log books are a tool for the evaluation of the training programme of the institution by external agencies. The record includes academic activities as well as the presentations and procedures carried out by the candidate.

**Format for the log** book for the different activities is given in Tables 1 and 2 of Section IV. Copies may be made and used by the institutions.

**Procedure for defaulters:** Every department should have a committee to review such situations. The defaulting candidate is counseled by the guide and head of the department. In extreme cases of default the departmental committee may recommend that defaulting candidate be withheld from appearing the examination, if she/he fails to fulfill the requirements in spite of being given adequate chances to set himself or herself right.



## Format of Model Checklists

### Checklist-I: MODEL CHECKLIST FOR EVALUATION OF JOURNAL REVIEW PRESENTATIONS

Name of the student:

Date:

Name of the faculty/ Observer:

<b>SL NO.</b>	<b>CONTENT FOR OBSERVATION</b>	<b>MARKS (10)</b>
1	Article chosen	
2	Extent of understanding of the article	
3	Relevant references consulted	
4	Presenter's fluency, tone, boldness & body language	
5	The sequence of ideas	
6	Audio-visual aids used	
7	Ability to defend the paper	
8	Clarity of presentation	
9	Control over audience	
10	Ability to respond to questions on the paper /subject	
	Total Score (100)	

**Checklist-II: MODEL CHECK LIST FOR THE EVALUATION OF SEMINAR**

Name of the student:

Date:

Name of the faculty/ Observer:

<b>SL NO</b>	<b>CONTENT FOR OBSERVATION</b>	<b>MARKS (10)</b>
1	Content preparation	
2	Extent of understanding of the content	
3	Comprehensiveness of the content	
4	The use of practical examples and /or illustrations	
5	The use of practical examples and /or illustrations	
6	Audio-visual aids used	
7	Control over audience	
8	Ability to convey the content	
9	Evokes audience interest in the subject	
10	References taken	
	Total score ( 100)	

**Checklist - IV: MODEL CHECK LIST FOR PROJECT WORK PRESENTATIONS**

Name of the student:

Date:

Name of the faculty/ Observer:

<b>SL NO.</b>	<b>POINTS TO BE CONSIDERED</b>	<b>POOR 0</b>	<b>BELOW AVERAGE 1</b>	<b>AVERAGE 2</b>	<b>GOOD 3</b>	<b>EXCELLENT 4</b>
1	Topic selection					
2	Appropriate review					
3	Discussion with guide and other faculty					
4	Quality of protocol					
5	Preparation of Performa					
	<b>Total score</b>					

**Checklist - V: CONTINUOUS EVALUATION OF PROJECT WORK BY GUIDE/  
CO-GUIDE**

Name of the student:

Date:

Name of the faculty/ Observer:

SL NO	CONTENT FOR OBSERVATION	POOR 0	BELOW AVERAGE 1	AVERAGE 2	GOOD 3	EXCELLENT 4
1	Periodic consultation with guide/ co-guide					
2	Depth of Analysis/ Discussion					
3	Department presentation of findings					
4	Quality of final output					
5	Others					
	<b>Total score</b>					

## OVERALL ASSESSMENT SHEET

Date:

CHECK LIST NO.	NAME OF THE STUDENTS			
	A	B	C	D
1				
2				
3				

Signature of the HOD

Signature of the Principal

**The above overall assessment sheet used along with logbook should form the basis for certifying satisfactory completion of course of study, in addition to the attendance requirement.**

KEY

Mean score: **Is the sum all the scores of checklists 1 to 5**

A, B, C: **Name of the students**

## **LOG BOOK**

**Table 1: Academic activities attended:**

Name:

Admission Year:

College:

<b>Date</b>	<b>Type of activity Seminar, Journal club, presentation</b>	<b>Particulars</b>

**Table 2: Academic presentations made by the student**

Name:

Admission Year:

College:

<b>Date</b>	<b>Topic</b>	<b>Type of activity - seminar, journal club, presentation</b>

## SECTION-VI

### Minimum Requirements of infrastructure and Teaching staff Guidelines to Start BHA

1. Any organization under:(i) Central Government/State Government/Local body (ii) Registered Private or Public Trust (iii) Missionary or any other organization registered under Society Registration Act (iv) Company incorporated under section 25 of company's act and has hospital or healthcare as one of the objectives and also has the required infrastructure & faculty can start Bachelors in Hospital Administration (BHA) Course.
2. BHA course shall be offered by a separate Hospital Administration college that has been registered and recognized by Government of Karnataka. It shall not offered by any department of other colleges.
3. Institutions who desires to start BHA course shall require

Sl No	TEACHING BLOCK
A.	Land
B.	Building
C.	Library with minimum 350 books of relevant subject ( min size 10sqft/student)
D.	Lighting & Fan
E.	Drinking water facility
F.	Transportation facility
G.	Appropriate furniture facility for required number of students

**A. Land** - Land should be owned/leased/rented.

**B. Building** - Academic building sufficient to accommodate the faculties, lecture and seminar rooms, library, with minimum 10 sq.ft. per student.

- Building should be in build area as per number of students approved. Look into building.
  - Rooms
    - i. 1 Principal Room
    - ii. 1 staff room ( min 20 sqft/staff)
    - iii. 1 Office room ( min 20 sqft/staff)
    - iv. 4 class rooms (min 10sqft/student) well ventilated with proper lighting and fans. There should be built in Black/Green/White Boards. There should also be provision for projector.
    - v. 1 seminar hall
    - vi. Common Room for girls and boys
    - vii. Toilets girls and boys separately
  
- R.C.C. Permanent Building. Ceiling Height minimum 10 feet preferably 11 feet.
- The building completion and stability certificate issued by competent authorities should be produced
- Town and country planning approval for the buildings should be produced

**C. Library** - Should have minimum 400 books or 50 books in each different title on each subject, which ever required for the course.

- Books should include, text books, reference books, besides that at least 2 national's journals and international journals.
- Library Room size should be of minimum 15sq.ft/ student

**A well stocked library with latest edition books and journals on the following subjects.**

- Hospital Administration



- General Management
- Organizational Behavior
- Biostatistics, Operations Research and Research Methodology
- Epidemiology, Public Health, Medical Ethics and Health Administration in India
- Basic Accounting and Cost Accounting
- Financial Management in Healthcare
- Health Economics, Principles and practice of Economics
- Legal Issues in Healthcare & Business Ethics
- Human Resources Management in Healthcare
- Industrial relations in Healthcare
- Marketing Management in Healthcare
- Materials Management in Healthcare
- Hospital Planning and Organization
- Quality Management in Healthcare
- Management Information System
- Entrepreneurship & Consultancy Management

**Access to Internet facilities and online publications should be made available to students**

**D. Adequate civic facilities essential** for students - like, water, drinking water, electricity, ventilation, toilets, sewerage etc in conformity with the norms laid down by the university/state authorities.

**E. Transportation facility** - At least one transport bus with capacity for required number of students.

**F. Appropriate furniture** for lecture/seminar rooms, library, faculty rooms, and rooms for administrative staff.

## **G. Teaching Faculty**

### **For intake of up to - 20 students**

- Minimum Four Senior and Four Junior faculty are required for a intake upto 20 students.
- Four Senior faculty should be at the level of Associate Professor and above, recognized as Project Guide /Supervisor. Among the senior faculty one should be Principal / HOD on rotation basis once in every four years.
- Four Junior faculty at the level of Lecturer and above.
- For every additional Five admissions, 01. One Senior faculty who is a project supervisor and 02. One junior faculty is required.

**Visiting and part time faculty:** Hospital Administration being multi disciplinary subject will always need contribution from visiting and part time faculty with post graduate qualification and five years of teaching experience in a university recognized Institution. Following are the suggested areas that could be covered by the visiting faculty.

1. Epidemiology, Medical Ethics and Public Health Administration in India.
2. Business, Operations Research and Research Methodology.
3. Financial Management and Basic Accounting.
4. Health Economics, Principles and Practice of Economics.
5. Legal Issues in Healthcare and Business Ethics by an eminent Lawyer.
6. A MBBS graduate with good command on Anatomy, Physiology, Biochemistry Microbiology and Pharmacology to teach Human Body and Function.

# **ANNEXURE**

## **DEPARTMENTS FOR POSTINGS**

1. Out Patient Department
2. Laboratory
3. Radiology
4. Inpatient Department (Department wise)
5. Housekeeping & Maintenance (Civil , Water & Electricity)
6. Laundry & Linen
7. Medical Records Department
8. Accounts, Billing & Finance
9. ICU, CCU, NICU, Emergency
10. OT
11. Stores
12. Pharmacy
13. Blood Bank
14. Human Resource Department
15. IT
16. Marketing & Public Relations
17. Transport & Ambulance
18. Front Office, Administration & EPABX
19. Cafeteria
20. CSSD