BAREILLY INTERNATIONAL UNIVERSITY
BAREILLY
BIU COLLEGE OF MANAGEMENT

Master of Hospital Administration
(MHA)

[As per CBCS guidelines given by UGC]

Rohilkhand Medical College Campus, Pilibhit by Pass Road, Bareilly. (U.P) – 243006 INDIA
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BAREILLY INTERNATIONAL UNIVERSITY
(Established under Govt. of U.P. Act No. 30, 2008)
Pilibhit bypass road, Bareilly-243006(U.P) India

Study & Evaluation Scheme **SUMMARY**	
Institute Name	*Bareilly international university,*
Programme	*MHA (Master of Hospital Administration)*
Duration	*Two Years full time(Four Semesters)*
Medium	*English*
Minimum Required Attendance	*75%*
Credits	
Total Credits	*108*
Maximum duration for completion of program	*N +2 years (N refers to number of years of the program)*
Eligibility for the program	*Graduation in any stream from UGC recognized University with minimum 50% aggregate marks.*

Assessment:					
Evaluation		**Internal**		**External**	**Total**
Theory		30		70	100
Practical/ Dissertations/ Project Reports/ Viva-voce		50		50	100
Class Test-1	**Class Test-2**	**Assignment**	**TA**	**Attendance**	**Total**
One of Best Two					
15	15	05	05	05	30
Duration of Examination		**External**		**Internal**	
		3 Hours		1 Hours	

To qualify the course a student is required to secure a minimum of 45% marks in aggregate including the semester end examination and teachers continuous evaluation.(i.e. both internal and external).A candidate who secures less than 45% of marks in a course shall be deemed to have failed in that course. The student should have at least 45% marks in aggregate to qualify the program.

Question Paper Structure	
1	*The question paper shall consist of Three questions. Out of which first question shall be of short answer type (Single line) and will be compulsory. Question no. 2 shall have explanatory answers (approximately 250 to 500 words) along with having an internal choice within each unit. Question no.3 shall have explanatory Long answer.*
2	*Question No. 1 shall contain 6 parts from all units of the syllabus with at least one question from each unit and students shall have to answer any four, each part will carry 1 marks.*
3	*Question No.2 shall contain 3 parts from all units of the syllabus with at least one question from each unit and students shall have to answer any four, each part will carry 2 marks.*
4	*Question No.3 shall contain 1 parts from any units of the syllabus with at least one question from each unit and students shall have to answer any four, each part will carry 5 marks.*
IMPORTANT NOTES:	
1	*The purpose of examination will be to assess the Course Outcomes (CO) that will ultimately lead to assessment of attainment of Programme Outcomes (PO). A question paper must assess the following aspects of learning: Remembering, Understanding, Applying, Analyzing, and Evaluating & Creating (reference to Bloom's Taxonomy)*
2	*There shall be continuous evaluation of the student and there will be a provision of fortnight progress report.*

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Program Structure-MHA (Master of Hospital Administration)

A. Introduction

High-quality management education is essential for the digital age and using technology is powerful way to enhance changing requirements of the hospital, corporate, business enterprises and society. MHA students should be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness is the central focus of MHA curriculum. The curriculum is designed as such the students can gain an in-depth mastery of the academic disciplines and applied functional areas necessary to meet the requirements of hospital business enterprises and the health care industry.

The institute emphasis on the following courses ***balanced with core and elective courses:*** The curriculum of MHA program emphasizes an intensive, flexible management education with total 108 credits.

The programme structure and credits for MHA are finalized based on the stakeholders' requirements and general structure of the programme. Minimum number of classroom contact teaching credits for the MHA program will be 108 credits (one credit each hours); 09 credits for comprehensive viva-voce and fieldwork/internship will be of 9 credits. However, the minimum number of the credits for award of MHA degree will be 108 credits. Out of 90 credits of classroom contact teaching, 48 credits are to be allotted for core courses (CC), 15 credits are allotted to ability enhancement courses (AECC), 09 credits are allotted to skill enhancement courses (SEC), and rest of1 8 credits for discipline specific elective courses (DSEC).

The institute offers MHA in Master of Hospital Administration specialization. Due to dynamism in hospital and health care business environment and manifold expansion of health care sector in the present scenario, this sector requires candidates with strong multitasking abilities. There is a massive demand for candidates who can fit into diversified roles with adequate efficiency, and an MHA degree solves this demand-supply gap.

Course handouts for students will be provided in every course. A course handout is a thorough teaching plan of a faculty taking up a course. It is a blueprint which will guide the students about the pedagogical tools being used at different stages of the syllabus coverage and more specifically the topic-wise complete plan of discourse, that is, how the faculty members treat each and every topic from the syllabus and what they want the student to do, as an extra effort, for creating an effective learning. It may be a case study, a role-play, a classroom exercise, an assignment- home or field, or anything else which is relevant and which can enhance their learning about that particular concept or topic. Most relevant topics will have this kind of method in course handout

(Pooja Gangwar) (Vijay Upadhyay) (Veena Singh) (Dr. P. Kaur)

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MHA (Master of Hospital Administration) Two-Year (4-Semester) CBCS Programme			
Basic Structure: Distribution of Courses			
S.No	**Type of Course**	**Credit Hours**	**Total Credits**
1.	Core Course (CC)	16 Courses of 3Hrs. / week/ course (Total Hrs. 48/ week /course)	48
2	Ability-Enhancement Compulsory Course (AECC)	5 Courses of 3 Hrs. / week / course (Total Hrs. 15/ week /course)	15
3	Skill-Enhancement Elective Course (SEC)	3 Courses of 3 Hrs. / week / course (Total Hrs. 09/ week /course)	09
4	Program/Discipline Specific Elective Course (DSEC)	3 Courses of 3 Hrs. / week / course (Total Hrs. 09 week /course)	18
5	Residency in Hospital & Comprehensive Viva	1 Course of 9 Hrs. / week / course (Total Hrs. 9/ week / course)	09
7	Viva –Voce for Summer Internship Report Evaluation, and Project Report Evaluation	1 Course of 9 Hrs. / week / course (Total Hrs. 9/ week /course)	09
Total Credits			**108**

Contact hours include work related to Lecture, Tutorial and Practical (LTP), where our institution will have flexibility to decide course wise requirements.

B. Choice Based Credit System (CBCS)

Choice Based Credit System (CBCS) is a versatile and flexible option for each student to achieve his target number of credits as specified by the UGC and adopted by our University.

The following is the course module designed for the MHA program:

- ***Core Course (CC):*** Core courses of MHA program will provide a holistic approach to management education, giving students an overview of the field, a basis to build and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge can be studied further in depth during the elective phase.
  The core courses will provide more practical-based knowledge, case-based lessons and collaborative learning models. It will train the students to analyse, decide, and lead-rather than merely know-while creating a common student experience that can foster deep understanding, develop decision-making ability and contribute to the business and community at large.
  A wide range of core courses provides groundwork in the basic Master of Hospital Administration disciplines: accounting, marketing, responsible business, finance, organizational behavior and human resources, statistics, strategy etc.
  The integrated foundation is important for students because it will not only allow them to build upon existing skills, but they can also explore career options in health care industry, and expand their understanding of various associated business areas.
  We offer core courses in semester I, II, III & IV during the MHA program. There will be 3 credits for each core course offered

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- ***Ability Enhancement Compulsory Course (AECC):*** As per the guidelines of Choice Based Credit System (CBCS) for all Universities, including the private Universities, the Ability Enhancement Compulsory Course (AECC) is a course designed to develop the ability of students in communication (especially English) and other related courses where they might find it difficult to communicate at a higher level in their prospective job at a later stage due to lack of practice and exposure in the language, etc. Students are motivated to learn the theories, fundamentals and toolsof communication which can help them develop and sustain in the corporate environment and culture. We offer three AECCs to choose from a list- one in semester I, II, III & IV during the MHA program. Each AECC will be of 3 credits.
- ***Skill Enhancement Course:*** This course may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. We offer two SECs- one each in semester I, III & IV during the MHA program. One SEC will carry 2 credits each.

- ***Discipline Specific Elective Course (DSEC):*** The discipline specific elective course is chosen to make students specialist or having specialized knowledge of a specific domain i.e. Master of Hospital Administration. It will be covered in semester I, II, & IV during the MHA program.. Each DSEC will carry 08 credits.

C. Programme Specific Outcomes (PSOs): The learning and abilities or skills that a student would have developed by the end of two-year **MHA program are**:

The overall aim is to develop a deeper understanding of the interdisciplinary nature of Master of Hospital Administration & administration, provide basic insights into functions of various departments and develop skills and competencies for effective Master of Hospital Administration. At the end of the MHA programme the students willbe able to –

Programme Specific Outcomes (PSOs)	
PSO – 1	Understanding management concepts, techniques & tools related to the health care operations/functions.
PSO – 2	Understanding the need and importance of cost effective sustainable healthcare through demand generation and enhanced quality care.
PSO – 3	Understanding planning techniques & developing future plans in the different functional areas of Master of Hospital Administration and execute the plan.
PSO – 4	Applying inter-linkages among functional areas of a hospital and develop cross-functional skills.
PSO – 5	Analyzing& promoting patient centered care with a continuous quality improvement ensuring smooth functioning of core process by forecasting, streamlining patient flow, staff scheduling, planning space/ facilities/ supplies, maintenance, etc.
PSO – 6	Assessing the modern planning techniques for better Master of Hospital Administration.
PSO – 7	Implementing National health policies & missions and developing and executing community health programs associated with Hospitals.
PSO – 8	Formulating & executing strategy at functional (Marketing, Human resource, Finance and International Business) &hospital business level.

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D. Pedagogy & Unique practices adopted: "Pedagogy is the method and practice of teaching, especially for teaching an academic subject or theoretical concept". In addition to conventional time-tested lecture method, the institute will **emphasize on experiential learning.**

1. ***Bridge Courses:*** At the start of the MHA program, college will organize Orientation Program for the enrolled students. Along with the Orientation Program i.e. before commencement of the First semester, students (on the basis of student's previous studies and background) will undergo Bridge Courses in Accounting& Statistics. The Course on Accounting serves the purpose of securing a footing for students with a non-accounting background and introduces them to the basic building blocks of accounting. The course on Statistics is designed to prepare students for high-level performance in different courses requiring Quantitative Applications and analytical skills.
2. ***Experiential Learning:*** Student will be imparted education with an objective of learning through experiences with the help of tools viz. Cases, Role Play – Simulation, Video Based Learning (VBL) & Learning through Movies (LTM), Field/Live Projects, Industrial Visits, Special Guest Lectures (SGL)& Extra & Student Development Programs (SDP).
3. ***Case Based Learning*:** Case based learning enhances student skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving. Case method of teaching is used as a critical learning tool for effective learning and we encourage it to the fullest. We make it compulsory to teach at least one case study in each unit of every course in MHA program.
4. ***Role Play & Simulation:*** Role-play and simulation are forms of experiential learning. Learners take on different roles, assuming a profile of a character or personality, and interact and participate in diverse and complex learning settings. Role-play and simulation function as learning tools for teams and groups or individuals as they "play" online or face-to-face. They alter the power ratios in teaching and learning relationships between students and educators, as students learn through their explorations and the viewpoints of the character or personality they are articulating in the environment. This student-centered space can enable learner-oriented assessment, where the design of the task is created for active student learning. Therefore, role-play & simulation exercises such as virtual share trading, marketing simulation etc. are being promoted for the practical-based experiential learning of our students.
5. ***Video Based Learning (VBL) &Learning through Movies (LTM):***These days technology has taken a front seat and classrooms are well equipped with equipment and gadgets. Video-based learning has become an indispensable part of learning. Similarly, students can learn various concepts through movies. In fact, many teachers give examples from movies during their discourses. Making students learn few important theoretical concepts through VBL & LTM is a good idea and method. The learning becomes really interesting and easy as videos add life to concepts and make the learning engaging and effective. Therefore, our institute is promoting VBL & LTM, wherever possible.
6. ***Field/Live Projects*:** The students, who take up experiential projects in companies, where senior executives with a stake in teaching guide them, drive the learning. All students are encouraged to do some live project other their regular classes.
7. ***Industrial Visits:*** Industrial visit are essential to give students hand-on exposure and experience of how things and processes work in industries. Our institute organizes such visits to enhance students' exposure to practical learning and work out for a report of such a visit relating to their specific topic,course or even domain.
8. ***MOOCS:-*** Students may earn credits by passing MOOCS as decided by the college from time to time.
9. ***Special Guest Lectures (SGL)&Extra:*** Some topics/concepts need extra attention and efforts as they either may be high in difficulty level or requires experts from specific industry/domain to make things/concepts clear for a better understanding from the perspective of the industry. Hence, to cater to the present needs of industry we organize such lectures, as part of lecture-series and invite prominent personalities from academia and industry from time to time to deliver their vital inputs and insights.

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10. ***Student Development Programs (SDP):*** Harnessing and developing the right talent for the right industry an overall development of a student is required. Apart from the curriculum teaching various student development programs (training programs) relating to soft skills, interview skills, SAP, Advanced excel training etc. that may be required as per the need of the student and industry trends, are conducted across the whole program. Participation in such programs is solicited through volunteering and consensus.
11. ***Industry Focused programes:*** Establishing collaborations with various industry partners to deliver the Programme on sharing basis. The specific courses are to be delivered by industry experts to provide practice based insight to the students.
12. ***Special Assistance Programme for slow learners & fast learners:*** write the note how would you identify slow learners, develop the mechanism to correcting knowledge gap. Terms of advance topics what learning challenging, it will be provided to the fast learners.
13. ***Orientation Program:*** Student orientation Programme plays an important role in a student's transition to a university life. Orientation programmes are aimed at familiarizing the students to an unknown campus environment, its faculties and infrastructure. It enables them to make essential connection with studies and develop network among other peers.
    - The orientation program would be of approximately 2 weeks. The main purpose of the orientation program is to make the students aware of institute policy rules and assets so that students would feel comfortable when they join that college.
    - Various topics would be covered in the orientation program like:
        - ✓ Bridge Courses: Accounting & Statistics.
        - ✓ Introducing students to their college life.
        - ✓ Incorporating them in the university environment.
        - ✓ Giving the opportunity to the university members and faculties to get connected to the new batch.
        - ✓ Awareness of linkages among Society, Environment, Education & Development.
        - ✓ Philosophy of Education, Indian Education System and Pedagogy.
        - ✓ Background for enriching Subject Knowledge.
        - ✓ Personality Development and Management.
        - ✓ Information Technology and Computer Awareness.
14. ***Mentoring*** **Scheme:** Mentoring schemes aim to provide a forum in which students can talk about common issues such as their career development, share their experiences and discuss challenges they are facing, their problems related with college or outside college. They talk with their mentors and mentors provide them solutions.
15. ***Career & Personal Counseling***: It is a process that will help the student to know and understand yourself and the world of work in order to make career, educational, and life decisions. Career development is more than just deciding on a major and what job you want to get when you graduate.Corporate Resource Cell or Placement Cell provides support to shape the students to a brighter future. The CRC majorly helps students by:
    - **Career Counseling:**
      The main reason of consulting this department was your uncertainty about career prospects. With the view of catering to this need of the students, the Corporate Resource Centers have employed proficient counselors who are familiar with the contemporary industry trends. CRCs also provide guidance and mentoring for all choice-based career options like Placements, Entrepreneurship, Higher Studies services. By knocking their door, you would be able to bring your thoughts to the table and in return, they would be able to guide you in the right direction.
    - **Workshops:**
      Before expanding your skills and way before propelling you in the industry, the department will brief you about the requirements through regular workshops. Through these workshops, the students are given insights on the topics such as designing an impressive CV with the assistanceof latest tools and techniques, the use of different applications, etc.
    - **All-inclusive Training:**
      Placement centers have a full hold on the training activities. In furtherance of sharpening the skills apropos to recent demands, these centers conduct interwoven training sessions like Training on Aptitude, Logical Reasoning and Quantitative skills. Employability Assessment Test is conducted periodically to check the progress of training and assess the skill level of the student for various

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sectors of jobs. Also, training is provided on latest technologies which are relevant to the industry needs of today. From communication skills to clothing etiquette, these centers incorporate each and every aspect of your personality. This training is the tipping point which instills full confidence and desired skills in you.

- **Mock Interviews:**
  Interviews, for some, are herculean tasks while for others they are child's play. Undoubtedly, it is all intrinsic to our nature but these things can be transfigured with some tactics. Now, those techniques which construct a smooth road to success are with career services center workers- they know what needs to be done. So, with the help of mock interviews, your nervousness is reduced and one gets an opportunity to improve on the weak areas. This indeed proves to be a great help for the final face-off!
- **Internships:**
  For unveiling the real-life working and functions of any company, internships are important tools for providing work exposure in the hospital. Here, the students undergo training at the actual physical locations. These are of utter importance as they give the students the much-required experiential learning. These internship programs let the students ponder their choices. Through these internships, the students are exposed to situations to adapt for taking on the challenges as they venture into the professional workspace. Students will undergo Internship, supported by college after 3rd semester for a period of 45 – 60 days during summer break. The Evaluation of Summer Internship will be done through Student's Summer Internship Report in the examinations of 3rd semester.
- **On / Off Campus placement:**
  Placement centers are the driving forces behind on-campus recruitments. Those who work underthe head of this department make a strategic alliance with a gamut of companies. During and towards the end of the session, companies visit the campus. As inexperienced candidate may face trouble finding a befitting job, so these centers actually help them in bypassing that trouble and become more confident and prepared.
  All in all, consulting your placement center is always a great option for it resolves numerous career-related issues. Taking its working and functioning into account, placement center emerges as a helpful department. From counseling the students to boosting morale, it provides every possible help needed. While adding something more to your portfolio, it gives back-end support for a better career avenue to the student and in regard to this, one should never ignore it.

16. ***Competitive Exam Preparation***: Competitive exams require a certain mindset and understanding which is quite different from a regular school or college academic test. Aptitude, Logical Reasoning, Computer Questions will help the students to prepare for Online Exam. Apart from revision, another important thing is to practice. This practice can include previous year's paper and the test papers of the exams that are available online.
17. ***Extracurricular Activities:*** An extracurricular activity is an activity that is not required by the course of study at your university. They are not obligatory but are invaluable in developing your talents and practical skills. Some of these activities, such as fundraising and volunteering, not only benefit you but also help others. Organizing & participation in extracurricular activities will be mandatory to help students develop confidence & face audience with care.
18. ***Participation in Seminars/ Workshop and Writing and Presenting Papers:*** As per the requirement of course, students have to participate in various seminars/ workshops. Students have to develop writing research articles and also develop the presentation skills under the guidance of faculty members.
19. ***Formation of Students Clubs, Membership and Organizing & Participating Events:*** Various clubsare to be formed like Marketing Club, Finance Club, H.R. Club, Naukri Club etc. as per requirement of programme. These clubs shall organize various events on time to time basis to create a experiential leaning environment for the students. The membership of clubs is voluntary.
20. ***Capability Enhancement & Development Schemes:*** Time to time program coordinator shall organize capability enhancement program for students which are essential to complete the degree which are not covered in the syllabus.
21. ***Library Visits and Utilization of E – Learning Resources:*** Course faculties will ensures the regular visit of the student to the library and help them to utilize the available resources in the library.

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MHA (Master of Hospital Administration) Curriculum

MHA -Semester I

S.No.	Type of Course - No.	Course Code	Course	Periods			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	CC-1	16001	Healthcare and hospital environment	3	0	0	3	30	70	100
2	SEC-1	16002	Communication and report writing in hospital	2	1	0	3	30	70	100
3	CC-2	16003	Healthcare economics	3	0	0	3	30	70	100
4	CC-3	16004	Principles of management	3	0	0	3	30	70	100
5	AECC-1	16005	Organization behavior	3	0	0	3	30	70	100
6	AECC-2	16006	Research methodology	3	0	0	3	30	70	100
7	DSEC-1	16701	Residency in Hospital-1 & Comprehensive Viva	0	0	3	6	50	50	100
Total				**17**	**1**	**3**	**24**	**230**	**470**	**700**

MHA (Master of Hospital Administration)-Semester II

S.No.	Type of Course - No.	Course Code	Course	Periods			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	CC-4	16007	Human resource management	3	0	0	3	30	70	100
2	CC-5	16008	Hospital service marketing	3	0	0	3	30	70	100
3	CC-6	16009	Supply chain management	3	0	0	3	30	70	100
4	CC-7	16010	Strategic management	3	0	0	3	30	70	100
5	AECC-3	16011	Financial management	3	0	0	3	30	70	100
6	CC-8	16012	Biostatics	2	1	0	3	30	70	100
7	DSEC-2	16701	Residency in Hospital-II & Comprehensive Viva	0	0	3	6	50	50	100
Total				**17**	**1**	**3**	**24**	**230**	**470**	**700**

MHA (Master of Hospital Administration)-Semester III

S.No	Type of Course - No.	Course Code	Course	Periods			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	CC-9	16013	Hospital planning and engineering	3	0	0	3	30	70	100
2	CC-10	10614	Management information system in Hospitals	3	0	0	3	30	70	100
3	CC-11	16015	Healthcare and insurance	3	0	0	3	30	70	100
4	CC-12	16016	Operation research	3	0	0	3	30	70	100
5	AECC-4	16017	Organization and management of clinical services	3	0	0	3	30	70	100
6	SEC-2	16018	Nursing administration	2	1	0	3	30	70	100
7	DSEC-3	16703	Summer Internship & visit to hospital	0	0	9	9	50	50	100
Total				**17**	**1**	**9**	**27**	**230**	**470**	**700**

Reena (Agg Upadhyay) (Pooja Gangwar) (Dr. P. Kannojia)

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MHA (Master of Hospital Administration) - Semester IV

S.No	Type of Course - No.	Course Code	Course	Periods			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	CC-13	16019	Facility management	3	0	0	3	30	70	100
2	CC-14	16020	Quality management in hospitals	3	0	0	3	30	70	100
3	CC-15	16021	Management of hospital support & utility services	3	0	0	3	30	70	100
4	CC-16	16022	Legal and ethical issues for hospital	3	0	0	3	30	70	100
5	AECC-5	16023	Risk and disaster management	3	0	0	3	30	70	100
6	SEC-3	16024	Entrepreneurship and consultancy & trends in healthcare & hospital services	2	1	0	3	30	70	100
7	DSEC-4	16704	Residency in Hospital & Comprehensive Viva	0	0	3	6	50	50	100
	Project Report & Comprehe nsive Viva	16705	Project Report & Comprehensive Viva	0	0	9	9	70 30	70 30	200
Total				17	1	12	33	230	670	900

Discipline Specific Elective Courses (DSECs)for Master of Hospital Administration Specialization

Courses Offered in I Semester (To choose any Eight Courses)			Courses Offered in II Semester (To choose any Eight Courses)		
S. No	Course Code	Course Title	S. No	Course Code	Course Title
1.	MHA1621	EDP/It Department	1.	MHA1621	Laboratory Services
2.	MHA1621	Reception	2.	MHA1621	Imaging Services
3.	MHA1621	Registration	3.	MHA1621	Personal & HR Department
4.	MHA1621	Admission	4.	MHA1621	Laundry & Linen Services
5.	MHA1621	Billing & Discharges	5.	MHA1621	Kitchen & Dietary services
6.	MHA1621	OPD Services	6.	MHA1621	Marketing
7.	MHA1621	Public Relation Office	7.	MHA1621	Computerized Medical Record
8.	MHA1621	Pharmacy Services	8.	MHA1621	Security Services
9.	MHA1621	Stores	9.	MHA1621	Transportation Services
10.	MHA1621	Housekeeping	10	MHA1621	Wards

Reena (Dr. Pooja Gangwar) (Dr. P. Kannojia)

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Discipline Specific Elective Courses (DSECs)for
Master of Hospital Administration Specialization

Courses Offered in III Semester (To choose any Five Courses)			Courses Offered in IV Semester (To choose any Eight Courses)		
S. No	Course Code	Course Title	S. No	Course Code	Course Title
1.	MHA1621	Central Sterile Supply Deptt.	1.	MHA1621	Maintenance Department
2.	MHA1621	Library in Hospital	2.	MHA1621	Bio-Medical Department
3.	MHA1621	Emergency	3.	MHA1621	Diagnostic Imaging
4.	MHA1621	Critical Care Unit	4.	MHA1621	Dental Service
5.	MHA1621	Medial Record	5.	MHA1621	dialysis Unit
6.	MHA1621	Operation Theatre	6.	MHA1621	Burn Units
			7.	MHA1621	Blood Bank
			8.	MHA1621	Mortuary
			9.	MHA1621	Telemedicine
			10	MHA1621	Medical Transcription

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Core Courses (CC)

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Course Code: 16001	Core Course – 1 MHA - Semester-I **Healthcare and Hospital Environment**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course studens should be able to:.**	
CO1.	Understanding the role of a manager and its relations to the organization's mission.	
CO2.	Understanding key 'management' concepts, theories, philosophies, its evolution, basic functions and managerial skills.	
CO3.	Analyzing the influence of historical management thoughts on the current practice of management.	
CO4.	Applying various management concepts, theories, philosophies functions for an effective management of business organization.	
CO5.	Evaluating social responsibility and ethical issues involved in business situations and logically articulate company's position on such issues.	
Course Content:		
Unit-1:	Introduction-theoretical frame work –environment-internal and external –environmental scanning - economic environment-competitive environment-natural environment –politico legal environment-socio cultural environment –international and technological environment.	**6 Hours**
Unit-2:	A conceptual approach to understanding the health care system – evolution –institutional setting –outpatient services –medical services –surgical services –operating department-pediatric services-Anesthesia services-obstetrics and Gynecology services-neuro-surgery services-neurology services.	**6 Hours**
Unit-3:	Overview of health care sector in India-primary care-secondary care-urban medical care –curative care-preventive care-general & special hospitals-understanding the Master of Hospital Administration-role of medical, nursing staff, paramedical and supporting staff-health policy-population –drug policy –medical education policy.	**6 Hours**
Unit-4:	Health care regulation-WHO, international health regulation, IMA, MCI, state medical council bodies, health care delivery system.	**6 Hours**
Unit-5:	Epidemiology-aims-principals-descriptive, Analytical and experimental Epidemiology-methods-uses.	**6 Hours**
Text Books:	1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Essential Concepts and Applications, New Delhi: Pearson Education	
Reference Books:	1. Koontz, Principles of Management, New Delhi: McGraw Hill. 2. Hillier Frederick S. & Hillier Mark S., Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, New Delhi: McGraw-Hill. 3. Stoner, J et. al, Management, New Delhi, New Delhi: PHI 4. Robbins & Coulter, Management, New Delhi: PHI 5. Satya Raju, Management – Text & Cases, New Delhi: PHI *** Latest editions of all the suggested books are recommended.**	

Reena (Pooja Gangwar) (Ajay Upadhyay) (Dr. P. Kanungja)

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Course Code: 16003	Core Course -2 MHA - Semester-I **Healthcare economics**	L-3 T-0 *P-0* *C-3*
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding the fundamental concepts and theories of economics relevant to business organizations.	
CO2.	Understanding the concepts and theories of cost, production and revenue in relationship to Business operations.	
CO3.	Applying the demand and supply laws and assessing the economic position of a company.	
CO4.	Applying the marginal analysis to assess different market conditions.	
CO5.	Evaluating price and output decisions for different market structures.	
Course content:		
Unit-1:	**Introduction of Economics:** Nature of economic analysis-nature economic-functioning of economic systems-circular floe and interdependences of economic activity-basic economics concepts-opportunity cost-discounting principal-concept of margin-demand-supply and elasticity-relevance of economics to health and medical care.	**6 Hours**
Unit-2:	**Demand Analysis:** Utility analysis –nature of Demand and Determinants – Law of Demand supply curve- Cost Concepts and cost Analysis.	**6 Hours**
Unit-3:	**Market Morphology**: Market- its concept in economics, Perfect competition- nature, short and long run equilibrium, concept of break even and shut down point, Impact of internality and externality on industry supply. Monopoly- Definition, short and long run equilibrium, Price discrimination. Monopolistic competitionShort and Long Run equilibrium, Concept of product differentiation. Oligopoly- Definition, Characteristics, Cournot and Sweezy Model.	**6 Hours**
Unit-4:	**Market analysis:** Market configuration- prince determination under different market conditions –nature and characteristics of health care market –demand for and supply of health care services-market failures and government intervention and control.	**6 Hours**
Unit-5:	**Health Economics** :Indian scenario, effect of globalization and privatization, Importance of PPP Model, Problem faced by health industry, Changing scenario of health industry, Public initiative to eradicate difficulties, Prospects. Alternative Models of Hospital Behavior-Utility Maximizing Model, Physician Control Models, The Trend towards Multi Hospital Systems.	**6 Hours**
Text Books:	1. .Keat, Paul B., and Philip K.Y. Young, Managerial Economics –Economic Tools for Today's Decision Makers, Pearson Education, Delhi 2. Stonier and Hague, Textbook of Economic Theory - Longman Green and Co., London.	
Reference Books:	1.Hirschey Mark, Managerial Economics, Thomson Learning, Bangalore 2.Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill,New York. 3.Salvatore, Dominick, Managerial Economics in a Global Economy,Thomson Learning, Hyderabad 4.Business Economics (Micro) - Dr. Girijashankar; Atharva Prakashan,Pune. 5.J.M. Henderson and Richard E. Quandit., Micro economic Theory,Mcgraw Hill Company, New York. 6.M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 7.M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. 8.G.S. Gupta: - Managerial Economics, McGraw Hill PublishingCompany, Ltd. New Delhi. 9.Dean J., Managerial Economics, Prentice Hall New Delhi. 10. Mithani D.M., : Managerial Economics, Theory and Applications,	

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Course Code: 16004	Core Course – 3 MHA - Semester-I **PRINCIPLES OF MANAGEMENT**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:.**	
CO1.	Understanding the role of a manager and its relations to the organization's mission.	
CO2.	Understanding key 'management' concepts, theories, philosophies, its evolution, basic functions and managerial skills.	
CO3.	Analyzing the influence of historical management thoughts on the current practice of management.	
CO4.	Applying various management concepts, theories, philosophies functions for an effective management of business organization.	
CO5.	Evaluating social responsibility and ethical issues involved in business situations and logically articulate company's position on such issues.	
Course Content:		
Unit-1:	Definition management-role of manager- evolution of management through –organization and the environmental factor-trends and challenges of management	**6 Hours**
Unit-2:	Nature and purpose planning –planning process –types of plan – objective –managing by objective strategies- types of strategies – polices –decision making –types of decision –decision making process	**6 Hours**
Unit-3:	Nature and purpose of organizing –organization structure authority-formal and informal groups/ organization –line and staff authority-departmental –span of control –centralization and decentralization - delegation of authority.	**6 Hours**
Unit-4:	Creativity and innovation –motivation and satisfaction –motivation theories – leadership styles –leadership theories –communication – barriers to effective communication.	**6 Hours**
Unit-5:	Process of controlling –type of control-Q techniques –quality control-cost control –modern management concept and its implication in health sector.	**6 Hours**
Text Books:	1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Essential Concepts and Applications, New Delhi: Pearson Education	
Reference Books:	6. Koontz, Principles of Management, New Delhi: McGraw Hill. 7. Hillier Frederick S. & Hillier Mark S., Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, New Delhi: McGraw-Hill. 8. Stoner, J et. al, Management, New Delhi, New Delhi: PHI 9. Robbins & Coulter, Management, New Delhi: PHI 10. Satya Raju, Management – Text & Cases, New Delhi: PHI *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16007	Core Course – 4 MHA- Semester-II **Human Resource Management**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able :**	
CO1.	Understanding concepts related to manpower need, acquisition, compensation, assessing performance, training & developing, discipline and separation.	
CO2.	Analyzing and assessing manpower requirement, training needs, performance of people and compensation systems.	
CO3.	Understanding various concepts of job analysis and use those in developing a job design.	
CO4.	Developing and executing plans and systems for recruitment, training, performance appraisal and compensation.	
CO5.	Analyzing and developing grievance handling systems, promotions, transfers and separation plans.	
Course Content:		
Unit-1:	Nature and scope of Human Resources Management –meaning and definition –Function –Objective –Organization of HRM department – Policy Evolution of personal/HRM in General and with reference to HR department in Hospital .	**6 Hours**
Unit-2:	Acquisition of Human Resources ?planning –Forecasting and determination of current future human resources requirement –job Analysis and job design recruitment –Selection ,Orientation (Socialization)and (placement).	**6 Hours**
Unit-3:	Job Analysis, Recruitment & Selection / Training & Development: Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes.	**6 Hours**
Unit-4:	Career Planning and development –process –steps on career planning and development system-Actions-prerequisites for success –Key issues in career development .	**6 Hours**
Unit-5:	Job enrichment, Discipline & grievances procedures: Discipline & Grievance Procedures - Definition, disciplinary procedure, grievances handling procedure. Promotion, transfer & separation: purpose, principles & types; Transfers – reason, principles & types; Separation – layoff, resignation, dismissal, retrenchment, voluntary Retirement Scheme.	**6 Hours**
Text Books:	1. Aswathappa, Human Resource management, New Delhi: McGraw- Hill. Ivanceivich, John M., Human Resource Management, New Delhi:McGraw Hill.	
Reference Books:	1. Dessler, Human Resource Management, Prentice – Hall. 2. T.N Chabbra, Human Resource Management. 3. P.Subba Rao, Essentials of HRM & IR, Himalaya Publication House. 4. Bratton J.& Gold J., Human Resource management: Theory & Practice, Palgrave. 5. Gomez Mejia et.al, managing Human Resource, Pearson Education. *** Latest editions of all the suggested books are recommended.**	

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Course Code 6008	Core Course-5 MHA- Semester-II **HOSPITAL SERVICES MARKETING**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to :**	
CO1.	Understanding the role and functions of marketing in an organizations.	
CO2.	Understanding 'marketing' concepts, theories and techniques of marketing.	
CO3.	Analyzing the dynamic marketing environment & about marketing strategy decisions are taken for overcoming competition.	
CO4.	Applying various marketing conceptual frameworks, theories and techniques to various marketing contexts.	
CO5.	Developing a comprehensive marketing plan for an organization and taking operational decisions for marketing plan implementation.	
Course Content:		
Unit-1:	Introduction to marketing management .How management is distinct in Health care industry marketing segmentation in hospital marketing	**6 Hours**
Unit-2:	Strategic Business unit (SBU) identification of SBU- Analysis of SBU – various models in analyzing SBU:BCG	**6 Hours**
Unit-3:	Marketing Mix strategies: Introduction to marketing Mix. Product item ,product item, ,product line and product mix decision. Managing product item ,product lines and product mix . of hospital .process of new product development. Product life cycle strategies :pricing strategies. Channel management in Hospital .Franchisee management .Element of promotion mix .promotion strategies	**6 Hours**
Unit-4:	Internal marketing –importance and objectives –role of a services employee-internal market strategies; External marketing –promotional mix-promotional campaign design: interactive marketing.	**6 Hours**
Unit-5:	Services distribution ;service demand and capacity management ;physical evidence-type of services scapes –physical evidence strategy recovery strategies.	**6 Hours**
Text Books:	1. Gaither & Frazier, Operations Management, Cengage, New Delhi. 2. Chunnawals, Production & Operation Management Himalaya, MuMHAi.	
Reference Books:	1. Kanishka Bedi, Production & Operation Management, University Press, New Delhi. 2. Upendra Kachru: Operation Management, Excel Publications, New Delhi. 3. Adam, E.E& Ebert; R.J. Production and Operation Management, Prentice Hall. 4. Panner Selvem, Production and Operation Management, Prentice Hall of India. 5. Chary, S.N.Production and Operation Management, New Delhi, McGraw Hill, New Delhi. 6. K. Aswathappa& Sridhar Bhatt, Production & Operations Management, Himalaya, MuMHAi. *** Latest editions of all the suggested books are recommended**	

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Course Code: 16009	Core Course-6 MHA- Semester-II **Supply chain management**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	• Understand fundamental supply chain management concepts.	
CO2.	• Apply knowledge to evaluate and manage an effective supply chain	
CO3.	• Understand the foundational role of logistics as it relates to transportation and warehousing	
CO4.	• How to align the management of a supply chain with corporate goals and strategies.	
CO5.	• Analyze and improve supply chain processes.	
Course Content:		
Unit-1:	Introduction of supply chain management concept-need and evaluation .Approaches ,phases and process of supply chain drivers and obstacles .SC strategies-Strategies fit and scope.	**6 hours**
Unit-2:	Planning Demand and supply in SCM-Demand forecasting ,aggregate Planning ,managing predictable variability .customer services and integration of Technology in SCM.	**6 hours**
Unit-3:	nventory planning and meaning inventory in SCM –factors affecting inventory approaches and methods to manage inventory.	**6 hours**
Unit-4:	Sourcing and Logistics-Purchasing and sourcing decisions in supply chain management-transportation ,logistics ,warehousing, containerization and packaging	**6 hours**
Unit-5:	Designing Sc network –Distribution network –performance management and control.Bencarketing,Gap Analysis and balance score card For supply chain management .	**6 hours**
Text Books:	1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.	
Reference Books:	8. David, Fred R. Strategic Management – Concept and Cases, Pearson Education, Delhi 9. Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, McGraw Hill, New Delhi. 10. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning. 11. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. David Hunger, Pearson. 12. Mintzberg Henry, Ahlstrand Bruce, and Lampel Joseph, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, The Free Press, USA. 13. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalization, Thomson Asia Pvt. Ltd. 14. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16010	Core Course-7 MHA- Semester-II **Strategic Management**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding the various perspectives, concepts and process in the field of Strategic Management.	
CO2.	Understanding tools and techniques used in strategic management, and levels, strategic alternatives and types of strategies.	
CO3.	Formulating corporate and business strategies based on strategic analysis.	
CO4.	Implementing/executing strategy and applying evaluation and control techniques.	
CO5.	Analyzing the competitive situation, business environment and strategic dilemma to adapt to the dynamic global and local business environment.	
Course Content:		
Unit-1:	Nature and importance of strategic management ,Development and Classification of Strategic management ,strategic management Process.	6 Hours
Unit-2:	Responsibilities and tasks of top management :objective of business Characteristics ,classification ,types of objectives and their overall hierarchy ,setting of objective ,situational Analysis in health sector	6 Hours
Unit-3:	Corporate Planning ;Concept of long term planning ,strategic planning ,Nature ,process and importance, Corporate strategic concept components, importance's	6 Hours
Unit-4:	Strategic Formulation :concept, Process and Affective factors .Strategic Evaluation :Process ,Criteria ,Environmental Analysis ,Resources Analysis .forecasting methods ,stakeholder analysis.	6 Hours
Unit-5:	Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework, synergy :Type ,Evaluation of Synergy .Capability profiles ,synergy as a Component of strategy and its relevant .	6 Hours
Text Books:	1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.	
ReferenceBooks:	1. David, Fred R. Strategic Management – Concept and Cases , Pearson Education, Delhi 2. Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, McGraw Hill, New Delhi. 3. Strategic Management by Ireland, Hoskisson&Hitt, Indian Edition, Cengage Learning. 4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. David Hunger, Pearson. 5. Mintzberg Henry, Ahlstrand Bruce, and Lampel Joseph, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, The Free Press, USA. 6. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalization, Thomson Asia Pvt. Ltd. 7. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16012	Core course-8 MHA- Semester-II **Bio statistics**
Course Outcomes:	**At the end of this course students should be able to:**
CO1.	At the end of the course the students should be able to: • Explain the concepts and statistical techniques used to analyze business data.
CO2.	• Use the essential tools of applied statistics, including data analysis, basic probability, probability models (distributions), sampling theory, confidence interval estimation, hypothesis testing, analysis of variance, regression and correlation. • Apply statistical methodology properly.
CO3.	• Use statistical analysis as decision support in business.
CO4.	• Understand the complex, dynamic, and multidimensional issues and perspectives involved in statistical analyses of business situations
CO5.	• Employ critical thinking and independent problemsolving skills to business problems. Communicate clearly the results of a statistical analysis.
Course Content:	
Unit-1:	Data and information ,Variables, sampling ,Data Collection and Date information- Variables and types of Variables Sampling ,sample size and sampling techniques-Date types-primary and secondary date –Date collocation –respondents interviews ,observation , questionnaire, survey, direct and indirect research techniques –date collection in quantitative and Qualitative Research –Organizing the date.
Unit-2:	Date Analysis –techniques ands tools –manual and computerized –use of statistics software in date analysis-univariate ,bivariate and multivariate analysis.
Unit-3:	Date Presentation –Frequency distribution ,charting of Date – Bar chart ,Pie chart , Line Diagram ,Tables, Histogram
Unit-4:	Demography and Vital Statistics ,Mortality and Morbidity Rate ,Birth Rate, Specific Dearth Rates, Fertility Rates, Abortion Rates etc.
Unit-5:	Application of Statistics in healthcare and hospital setting –utilization of the basic date, sources of health statistics, problem in collection of sickness date ,measurement of sickness, vital statistics.

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Course Code: 16013	Core course-9 MHA- Semester-III **Hospital planning and engineering**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding the classification of hospitals and factors influencing hospital utilization.	
CO2.	Understand master facility plan of a hospital and developing engineering Plans for things.	
CO3.	Analyzing the working of different departments of hospitals in order to improve them	
CO4.	Analyzing the administration of hospitals and enhance their working.	
CO5.	Applying the knowledge of Master of Hospital Administration in the hospital operations.	
Course Content:	Understanding the classification of hospitals and factors influencing hospital utilization.	**6 Hours**
Unit-1:	Introduction to better care Hospital, bed, utilization, personal , assets, finance	
Unit-2:	Surveying the community Area Wide planning, planning for general Hospital Service , determining the logical centers for hospital location , determining the area served by them ,non acceptable hospital, occupancy and bed rations, determining the size and kind of hospital services ,quality of facilities and services ,evaluating the natural and human resource of each area in terms sourcing finance ,hospital constitution.	**6 Hours**
Unit-3:	Functional plans for hospital construction , Role of hospital ,planning stage: role of architect , working drawings , legal formalities , the hospital site ,design considerations , environments regulations , equipment planning , bed distribution , space requirements , their relationships, constructions costs.	**6 Hours**
Unit-4:	Functional Hospital Organization, Hospital code of ethics , medical ethics, standards for hospitals , standards for hospital for hospital accreditation , accreditation standards for extended care facilities. Overview of the functions and sphere of each specialty: Oncology, medicine, cardio thoracic gastroenterology, urology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services ,services, operation theatre, maternity services, dental services .	**6 Hours**
Unit-5:	supportive services, Clinical Laboratories, radiological services , medical records front office, billing , staffing, housekeeping, transportation , dietary services, emergency services , infection control , and mortuary services.	**6 Hours**
Text Books:	1. Kaul, Asha, Effective Business Communication, PHI, New Delhi. & Practice.	
Reference Books:	Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education. Lesikar, Petit &Lesikar's, Basic Business, McGrawHill. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. Malti Agarwal, Professional Communication, Krishna Publication. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. Sehgal M.K. &Khetrapal V., Business Communication – Excel Books. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. Bahl, Sushil, Business communication today, Response books, New Delhi. *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16014	Core Course- 10 MHA- Semester-III **Management Information Systems**	L-3 T-0 P-2 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding and describing the various Input and output devices and components of a computer system.	
CO2.	Understanding the functions of MS Word, MS Excel, MS Power point and their application.	
CO3.	Applying MS Office tools at workplace for effective functioning.	
CO4.	Understanding concepts and requirements of MIS in business organizations.	
CO5.	Analyzing MIS requirements in business organization.	
CO6.	Evaluating various tools, techniques and systems of MIS to suit the organizational requirement.	
CO7.	Developing MIS architecture for the organization.	
Course Content:		
Unit-1:	Introduction to MIS, Decision theory- Management Decision making process Techniques –major trend in technology in decision making computerized date processing –decision support system –Expert system –Executive information system – health management information system.	**6 Hours**
Unit-2:	**Project Life Cycle** Physical systems design, physical data base design; Programme development, procedure development; input-output design, online dialogue; design of files, data communication; Project life cycle, installation and operation, conversion, operation, documentation, training, maintenance, post audit system evaluation.	**6 Hours**
Unit-3:	**Approaches to HIS** Patient based, functional organization based, user department based, clinician based HIS, Medical records, nursing information system; appointments scheduling, dissemination of tests and diagnostic information, general administration, productivity	**6 Hours**
Unit-4:	**Application of HIS in Hospitals** Back office & Front Office- IPD & OPD- Patient Registration, Appointment Scheduling, Admission Discharge Transfer (ADT)- Wards Management Module, Computerized Physician Order Entry (CPOE), Nursing Workbench- Clinic Specialties- Roster Management- Pharmacy, Blood Bank, Operation Theatre, Dietary, Pharmacy- Medical Records- Patient Billing, Insurance, and Contract Management	**6 Hours**
Unit-5:	Awareness on the application of computer software packages in various function of hospital . internet and intranet and their application in health care	
Text Books:	1. Tannenbaum, Computer Networks, PHI, Delhi. 2. McKeown, Information Technology and the Networked Economy, Thomson Learning.	
Reference Books:	1. Forouzan , Data Communication & Networking , TMH, Delhi. 2. Miller, Data and Network Communication, Vikas Publishing House,New Delhi. 3. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi. 4. Molly, Using HTML 4, PHI, Delhi. 5. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi. Kenneth, Laudon & Jane Laudon MIS: Managing the Digital Firm, Pearson Education. 6. James, A. O'Brien Introduction to Information Systems, Mc Graw Hill. *** Latest editions of all the suggested books are recommended.**	

(Dr. P. Kannoja)

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Course Code: 16015	Core course-11 MHA- Semester-III **Healthcare and insurance**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding the concept, origin, evolution, models and importance ofhealth insurance, market failure and risks.	
CO2.	Analyzing and comparing theories and practices of ethics and professionalism in the healthcare setting.	
CO3.	Understanding and applying contemporary developments in healthcare to assess alternative management solutions in healthcare related problems and challenges.	
CO4.	Understanding of healthcare financial management for designing and developing benefit packages for multiple applications.	
CO5.	Understanding health care origin, growth and policies of managed care system.	
Course Content:		
Unit-1:	Introduction –Economics of life and health Insurance –Importance, sociopolitical realities. Insurance terminology.	**6 Hours**
Unit-2:	Health policy Vis –a-Vis health insurance policies –Indian scenario –different products-demand and scope –limitation	**6 Hours**
Unit-3:	Administration of health insurance schemes like CGHS & ESI and social security measures. TPAs, Governing mechanisms including IRDA.	**6 Hours**
Unit-4:	Health insurance taxation, Standardization and grading of hospital services, Role of vigilance and real –time information about the services.	**6 Hours**
Unit-5:	Health insurance providers- Government and private –micro insurance, the role and responsibilities of provider –insurer- patient and the regulatory agencies.	**6 Hours**
Text Books:	1. R R Gaur, R,Sangal, G.P Bagaria, A Foundation Course in value Education 2. R R Gaur, R Sangal G P Bagaria, Teacher's Manual (English).	
Reference Books:	1. E.F. Schumacher, 1973, small is Beautiful; a study of economics as if people mattered, Blond & Briggs, Britain. 2. A. Nagraj, Jeevan vidya to Na Prayanam, Hyderabad. 3. R.Pradeep Kumar, Jeevan Vidya to Na Prayanam, Hyderabad. 4. Sussan George, How the other half Dies, Penguin Press. 5. PL Dhar, RR Gaur, Science and Humanism, common wealth publishers. 6. A.N. Tripathy, Human values, New Age International Publishers. 7. Subhas Palekar, How to practice natural Farming, Pracheen (Vaidik) Krishi tantra shodh, Amravati. 8. Donella H. Meadows, Dennis L. Meadows,Jorgen Randers, William W. Behrens III,1972, Limits to Growth –club of Rome's report, universe Books. 9. E.G. Seebauer& Robert, L BERRY, 2000, Foundations of Ethics for Scientists & Engineers, Oxford University Press. 10. M.Govindrajran, S Natrajan& V.S. Senthi Kumar, Engineering Ethics (including human Values), Eastern Economy Edition, Prentice hall of India Ltd. 11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel books. 12. B.L. Bajpai, 2004, Indian Ethos and Modern Management , New Royal book Co; Lucknow. *** Latest editions of all the suggested books are recommended.**	

(Dr. P. Kanojia) (Pooja Gangwar) Reena

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Course Code: 16016	Core course-12 MHA- Semester-III **Operations Research**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Identifying and developing operational research models from the verbal description of the real system.	
CO2.	Understanding the mathematical tools that are needed to solve optimization problems.	
CO3.	Understating the usage of mathematical software to solve the proposed models.	
CO4.	Analyzing the results and proposing recommendations in language understandable to the decision-making processes in Management Engineering	
CO5.	Developing a report that describes the model and the solving technique.	
Course Content:		
Unit-1:	**Unit:1.** Importance and scope of operation research –linear programming –Graphic method – simplex method-big –M method-Dual L.P and its applications.	**6 Hours**
Unit-2:	Transportation problem-assignment problem-queuing theory –M/M/I and M/M/C models.	**6 Hours**
Unit-3:	Dynamic programming –Applications of D.P(Capital budgeting , production planning solving linear programming problem)-integer programming –branch and bound method.	**6 Hours**
Unit-4:	Came theory- two person zero sum Games-pure strategies – mixed strategies –dominance principal –graphic and algebraic method –linear programming approach –simulation inventory and waiting lines.	**6 Hours**
Unit-5:	Project Management-PERT and CPM- Crash time –crash cost trade off –resources leveling and resources allocation –non –linear programming model formulation –graphic method of solving simple problem	**6 Hours**
Text Books:	• Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.	

(Dr. Jayjeet Bhadbhade) (Dr. Rooja Gangwar) Reena (Dr. P. Kannoja)

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	• Taha, H.; Operations research, New York, Macmillan.
Reference Books:	• Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall. • Theirouf and Klekamp; Decision Through Operations Research, New York, John Wiley. • Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Macmillan. • Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., NewDelhi. • Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi. • Kalavathy, Operations Research, Vikas Publishing House, New Delhi. *** Latest editions of all the suggested books are recommended.**

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ourse Code: 16019	Core Course-13 MHA- Semester-IV **Facility Management**	T-0 P-0 C-3
Course Outcomes:	**After the completion of the course, students will be able to :.**	
CO1.	• Understand service delivery and performance management	
CO2.	• Expand your skills and knowledge of all topics relating to facilities management	
CO3.	• Get an update on current best practice in facilities management	
CO4.	• Gain a deeper awareness of the various contexts in which the facilities management function operates	
CO5.	• Appreciate the role of project management in the context of Facility Management	
Course Content:		
Unit-1:	**Safety & Security in hospital: -** Meaning Hospital Safety, Types ,Important ,Health Facilities Management ,Role of Health care Security in Improving Patient and Staff safety ,WHO, International Risk and Safety ,Health and safety Authority, Factor Affecting Patient Safety into Security Strategic, meaning Security ,Types & Important, hospital and health care Security	**6 Hours**
Unit-2:	**Hazardous Materials in Hospital:-** Meaning Hazardous Materials ,Infrastructure of hazards ,Critical Infrastructure (HAZARDS) Designated Substances, Physical Hazards, Psychological Hazards, Hazards Related to staff, Pro-active Risk management, Occupational safety and health Administration1,Hospital Hazardous Materials Emergency,	**6 Hours**
Unit-3:	**Emergencies hospital** Meaning Emergencies ,Importance ,Aim and objectives ,types ,Emergency Services provide in hospital ,Function of Emergency, Equipment's ,Planning location ,Physical Facilities ,Patient Area, Clinical Area, Administration Structure	**6 Hours**
Unit-4:	**Fire Safety:-** Fir safety& Prevention, objectives, Types of Fire, Fire Extinguishing Method, Fire Causes ,Important Safety Elements, Indication Of Fire Extinghuisher, Types Of Fire Extinghusher	**6 Hours**
Unit-5:	**Medical Equipment And Utilities:-** Meaning Medical Equipment, objective, Types of Medical Equipment ,Utilities and Equipment Management, Medical Equipment & Disposable Items,	**6 Hours**
Text Books:	1. .Keat, Paul B., and Philip K.Y. Young, Managerial Economics-Economic Tools for Today's Decision Makers, Pearson Education, Delhi 2. Stonier and Hague, Textbook of Economic Theory - Longman Green and Co., London.	
Reference Books:	1.Hirschey Mark, Managerial Economics, Thomson Learning, Bangalore 2.Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill,New York. 3.Salvatore, Dominick, Managerial Economics in a Global Economy,Thomson Learning, Hyderabad 4.Business Economics(Micro)- Dr.Girijashankar; Atharva Prakashan,Pune. 5.J.M. Henderson and Richard E. Quandit., Micro economic Theory,Mcgraw Hill Company, New York. 6.M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 7.M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. 8.G.S. Gupta: - Managerial Economics, McGraw Hill PublishingCompany, Ltd. New Delhi. 9.Dean J., Managerial Economics, Prentice Hall New Delhi. 10. Mithani.D.M. :- Managerial Economics, Theory and Applications,Himalaya Publishing House, New Delhi 3. *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16020	Core Course -14 MHA- Semester-IV **Quality management in Hospital**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	• To familiarize and understand the concepts of Quality Assurance (QA) and its importance in the context of Health System and Hospitals;	
CO2.	• To understand the scope of QA; • To understand the importance of standards, indicators, benchmarks in QA;	
CO3.	• To learn basic skills of assessment and measurement of QA;	
CO4.	• To develop skills of monitoring and supervising quality of services;	
CO5.	• To increase leadership effectiveness and learn process of building effective teams for quality;	
Course Content:		
Unit-1:	**Objective** The objective of this paper is to introduce the student to the concept and practice of Quality Management and Control. Aspects of quality – Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Contribution f quality gurus. Shewhart, Juran, Figenbaum,Ishikawa, Deming and Taguchi; SQPC, SQCM CWQCM TPM,TQC.	**6 Hours**
Unit-2:	**Total Quality Management** Definition, underlying concepts, implementation and measurement of TQM, Internal Customer Supplier relationship, QFD Quality Circules, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM.	**6 Hours**
Unit-3:	**Management of Process I** Process in service organization and their control, simple seven tools of quality control: Chech Sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality. management of Process II SQC; Control charts for variables – X, Xbar, and R charts and control charts for attributes-p, Np, and c charts. Acceptance sampling plan and occurrence. vendor selection and vendor rating.	**6 Hours**
Unit-4:	**Management of Quality** Facets of quality, quality planning, quality improvement methods. Kaizen, quality audits, medical audit, accreditation, nursing care standards, Six Sigma, JIT and NABI	**6 Hours**
Unit-5:	**Systems approach to Quality** Introduction to ISO 2000, ISO 14000, and ISO 18000. Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000. Bench Marking and Business Process Reengineering. Definition, Methodology and design, evalution and analysis	**6 Hours**
Text Books:	• Levin & Rubin, Statistics for Business, Prentice Hall of India, N. Delhi. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.	
Reference Books:	• Anderson, Quantitative Methods in Business, Thomson Learning, BoMHAy. • Anderson, Statistics for Business & Economics, Thomson Learning, BoMHAy. • Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House,New Delhi. • Bhardwaj, R.S, Business Statistics, Excel Books, New Delhi. • Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi. • Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd. • TahaHamdy, Operation Research an Introduction, Prentice-Hall. • Vohra, Quantitative Techniques in Management, McGraw-Hill. • *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16021	Core Course -15 MHA- Semester-IV **Management of hospital support and utility services**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the functioning of hospitals.	
CO2.	Understanding the dietary services and ensuring hygiene and cleanliness in its delivery.	
CO3.	Developing plans for hazardous and biomedical waste management.	
CO4.	Assessing the working of hospital during emergency services.	
CO5.	Implementing and monitoring plans for controlling hospital relatedinfections.	
Course Content:		
Unit-1:	**Medical Records department** Definition, Purpose, Planning, Organizational and Staffing, Physical Facilities, Processing of Records and their Flow, Coding and Indexing, Storage and Retrieval, Reports and Return, Medico Legal Aspects of Medical Records. **Central sterile supply department:** Definition and scope of Service Aims and Objectives of CSSD Planning and Design Consideration- Structure and Location, Organisation of Work Flow, Sterilization Process- Heat Sterilization by Steam, Sterilization by Ethylene Oxide Gas, Sterilization by Dry Heat, Radiation Sterilization	**6 Hours**
Unit-2:	**Linen and Laundry Services:** Definition, Importance, Roles and Functions, Types of Laundry services, Categories of Linen in Hospital, Planning Consideration- Linen Requirements, Mechanised Laundry Service, Physical Facilities, Equipment Requirements and Maintenance, Organisation and Staffing, Laundry Processes- Main Laundry Process, Operational Aspects of Washing, Washing Formula Linen Distribution System, Centralized Linen Distribution System, Linen Inventories, Maintenance of Linen, Administrative Policies arid Procedures Linen Control, Quality Assurance. **Dietary Services:** Role and Functions, Planning Consideration, Physical Facilities and Layout, Staffing, Managerial Issues, Policies and Procedures, Control and Evaluation Mechanism.	**6 Hours**
Unit-3:	**Hospital Housekeeping Services:** Brief History of Housekeeping, Components of Housekeeping, Importance, Role and Functions, Types, Organisation Structure, Staffing and Training, Cleaning Agents, Basic Cleaning Operations, Costing of Housekeeping Services, Control, Evaluation and Quality Assurance, Recent Trends in Housekeeping Services. **Hospital Engineer services:** Civil Assets, Hospital Buildings, lateral Electrification and Lighting, Ventilation, Internal Water Supply, Lifts and Dumbwaiters, Structured Cabling, Intelligent Buildings, Hospital Roads. Pathways and Drains, Air-conditioning and Refrigeration, Engineering Hazards: Hospital Planning and Design, Hospital Layout, Design Soundness, Hospital Safety Electricity Supply Sources of Supply and Standard Voltage, Electric Sub-station, Switchboards and Power Distribution, Load Segregation, Uninterrupted Power Supply (UPS), Earthling, Future Expansion Water Supply Sources and Nature of Water, Hard and Soft Water, pH Value of Water, Physical and Chemical Standards, Bacteriological Qualities, Analysis Report, Disinfection of Water, Reverse Osmosis Process. Steam Supply Hot Water and Steam, Steam Boilers, Steam Distribution System, Boiler-Feed Water Central Medical Gases, Air and Clinical Vacuum Delivery System.	**6 Hours**
Unit-4:	**Hospital Transportation System:** Transportation of Patients, Staff and Visitors, Patient Transportation System – General, Development of Ambulance Services, Role and Function of Ambulance Services, Primary Health Care and Integration of Ambulance Services. Design, Staffing Pattern and Equipment of Ambulance- Design, Scale of Authorization of Ambulance, Staffing Pattern of Ambulance, Equipping of Ambulances Administration of Ambulance Services: Policies and Procedures Ambulance Emergency Care Services of Developed Countries- France, Soviet System of Emergency Transportation, Japan, Israel, Australia, United Kingdom, West	**6 Hours**

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	Germany, State of Ambulance Services in the Country. **Hospital Equipment Management:** Present Scenario Steps for Equipment Selection Hospital Equipment Utilisation- Utilisation Index Important Factors Affecting Utilisation of Equipment Procurement of Imported Equipment.	
Unit-5:	**Public Relations in Hospital:** Concept of Public Relation, Principles of Public Relation in Hospitals, Public Relation Department, Patient's Expectation and Satisfaction, Conflicts. **Mortuary Services of Hospital:** Role and Functions Planning Considerations- Location, Size, Number of Rooms and Layout, Space Required Physical Facilities Equipment Staffing Policies and Procedures Monitoring	**6 Hours**
Text Books:	• Al-Ali, N. Comprehensive Intellectual Capital Management: Step-by-Step. JohnWiley & Sons, Inc., Hoboken, New Jersey.	
Reference Books:	• Andriessen, D. Making Sense of Intellectual Capital. Designing a Method for theValuation of Intangibles. Butterworth Heinemann. • Stewart, T.A. Intellectual Capital: The New Wealth of Organizations, NicholasBrealey, London. • Sveiby, K.E..The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. • Edvinsson, L. and Malone, M.S. Intellectual Capital: Realizing your company'strue value by finding its hidden brainpower, Harper, New York. • Low, J. and Kalafut, P.C. Invisible advantage: How Intangibles are DrivingBusiness Performance, Perseus Publishing, and Cambridge. *** Latest editions of all the suggested books are recommended.**	

(Agrawal) (Pooja Gangwar) Reena (Dr. P. Kannojia)

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Course Code: 16022	**Core Course -16** **MHA- Semester-IV** **Legal and ethical issues for Hospital**	**L-3** **T-0** **P-0** **C-3**
Course Outcomes:	**After the completion of the course, students will be able to:**	
CO1.	• To apply the knowledge of ethics in the functioning of the hospital.	
CO2.	• To be able to handle various issues related to healthcare setup and also manage the hospital with the various issues that can arise from the legal perspective.	
CO3.	• To recognize and train the workforce to meet the challenges of changing dynamics in healthcare scenario in terms of the regulations that govern the operational aspects of the hospital	
CO4.	• To be able to demonstrate the necessary knowledge, skill and competencies required for good administrator as significant contributor in healthcare	
Course Content:		
Unit-1:	**Objective:** The Hospital being a part of the larger socio political set up the student will be exposed to the legal and ethical issues pertaining of the Hospitals. Establisent, Registration and Regulation of Health care organization, Registration and regulation of health care organization under Andhra Pradesh Private medical Care Establisent Act 2002; formation of Health care organization under partnerships and corporate basis (private and public) and compliance with Medial Council of India act.	**6 Hours**
Unit-2:	**Hospital and Labor enactments:** Hospital as an industry – unrest in hospitals – Dispute Settlement mechanism Arbitration, conciliations and adjudication of dispute; Role of trade unions, unfair labor practices and victimization – disciplinary actions – requisitions of a valid disciplinary enquiry – Service conditions – Retrial benefits – Social security and Insurance.	**6 Hours**
Unit-3:	**Hospital Services and Law:** Contractual obligations in hospital services – requisites of a valid contract – Hospital as a "bailee"- Physicians- patient relations –duties towards patients by medical and Para – medical ethics and code of conduct to be observes in rendering hospital services.	**6 Hours**
Unit-4:	Medico Legal Issues: Police Investigation-Giving evidence –court deliberations organ transplantation- Euthanasia (mercy killing) – Diagnosis. Prescriptions and administration of drugs-Post treatment server- Anesthesia, Surgery and sale of drugs.	**6 Hours**
Unit-5:	Liability of Hospitals: Contractual liability: Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortuous ;liability and vicarious liability. Legal remedies available to patients, Remedies under contract law, tort, criminal law and consumer protection Act.	**6 Hours**
Text Books:	1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company,India. 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India.	
Reference Books:	1. AkhileshwarPathack, Legal Aspects of Business, 4th Edition, McGrawHill. 2. Sharma, J.P. and SunainaKanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi. Sharma, J.P. and SunainaKanojia, VyavsayikSanniyam, Delhi University Hindi Cell. 3. Chandra Bose, Business Laws, PHI. 4. Bulchandani, Business Law for Management, Himalaya Publishing House. 5. Kumar Ravinder, Legal Aspect of Business, Cengage Learning. 6. M.C. Kuchhal Business Legislation for Management, Vikas PublishingHouse. 7. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman. *** Latest editions of all the suggested books are recommended.**	

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Ability-Enhancement Compulsory Course (AECC)

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Course Code: 16005	(AECC)-1 MHA - Semester-I **Organizational Behavior**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding and describing the concepts anchored to OB and its evolution.	
CO2.	Understanding and analyzing the behavioural concepts related to Individuals like Perception, Attitude, Personality, and Learning.	
CO3.	Understanding and applying the theories of Motivation, Leadership, Group Dynamics for effective - team and organizational management.	
CO4.	Assessing and analyzing Group Dynamics and develop sound Interpersonal Relationships for effective group behaviour.	
CO5.	Analyzing and evaluating Stress and Conflict situations and developing strategies for their resolution.	
Course Content:		
Unit-1:	Introduction to Organizational Behaviour: Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and emotional Intelligence in contemporary business organization,	**6 Hours**
Unit-2:	Perception: Concept, nature, process, importance. Management and behavioural applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature types and theories of personality shaping. Learning In Management: Concept and theories of learning, learning principals, role of learning in management.	**6 Hours**
Unit-3:	Motivation and Leadership: Concept, principles, theories– Maslow's Hierarchy of needs theory, Herzberg's Motivation Hygiene theory, and Vroom's Expectancy theory. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait-Stogdill's traits Factors, behavioral theories-Tannenbaum's continuum of leadership behavior, Managerial Grid, and situational theories-Fiedler's contingency theory.	**6 Hours**
Unit-4:	Interpersonal Relationship management: Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.	**6 Hours**
Unit-5:	Stress And Conflict Management: Define Stress and Its Potential Sources Individual and Organizational Approaches For Managing Stress. Conflict Management: Concept, Sources, Types, Functionality and Dysfunctional of Conflict.	**6 Hours**
Text Books:	1. Davis Keith, Human Behavior at Works: Organizational Behaviors, New Delhi: McGraw-Hill. Robbins S.P., Organizational Behavior, New Delhi: Pearson Education.	
Reference Books:	1. Luthans Fred, Organizational Behavior, New Delhi: McGraw Hill. 2. Chandran J.S., Organization Behavior, New Delhi: Vikas Publishing House. 3. Pareek Udai, Behavioral Process in Organizations, New Delhi: Oxford and IBH. 4. Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning. 5.Hellgiegel, D & J.W. Slocum, Organisational Behaviour, ThomsonLearning. *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16006	(AECC)-2 MHA - Semester-I RESEARCH METHODOLOGY	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding terms, concept, research process (methodology) & Methods related to hypothesis, research design, sampling tools, data collecting and data analysis.	
CO2.	Analyzing research questions, literature, research situation and data using statistical tools.	
CO3.	Deciding research objective, hypothesis, sample size & type of data collection and analysis techniques.	
CO4.	Developing a research plan based on scientific methods & logic.	
CO5.	Writing a research report and research paper	
Course Content:		
Unit-1:	Meaning of research; types of research –process of research; research applications in social and business sciences; feature of a good research study	**6 Hours**
Unit-2:	Research problem and formulation of research hypotheses :defining the research problem ;problem vs management research problem ; problem identification process; components of the research problem; formulating the research hypothesis-types of research hypothesis ;writing a research proposal –contents of a research proposal and types of research proposals.	**6 Hours**
Unit-3:	Meaning of research design , nature and classification of research design, primary and secondary data, classification of date ,uses, advantages ,disadvantages , types and sources, primary date collection :observation method ,focus group discussion ,personal interview method.	**6 Hours**
Unit-4:	Sampling and sampling distribution estimation – point and interval estimate of averages and proportions of small and large sample concepts of testing Hypotheses- one sample test for testing mean and proportion of large and small samples.	**6 Hours**
Unit-5:	Meaning of hypotheses, types of error, test two samples –test of difference between mean and proportions of small and large samples-chi-square test ,T test, F test of independence – Analysis of varianceDefinition management-role of manager- evolution of management through –organization and the environmental factor-trends and challenges of management	
Text Books:	1. Cooper & Schindler, Business Research Methods, McGraw Hill. Zikmund, Millian G., Business Research Methods , Thomson Learning , BoMHAy.	
Reference Books:	1. Malhotra Naresh K., Marketing Research, Pearson Education. 2. Gravetter, Research Method for Behavioral Sciences, Cengage Learning. 3. Beri G.C., Marketing Research, McGraw Hill. 4. Kothari C.R., Research Methodology Methods and Techniques, NewAge International Publishers. 5. Saunders. Research Methods for Business students, Pearson Education. *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16011	Ability-Enhancement Compulsory Course (AECC)-3 MHA - Semester-II **Financial Management**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding the objectives, role, functions and process of financial management; structure and functions of financial markets; various financial instruments and financial intermediaries.	
CO2.	Understanding the Indian Financial System and recognizing the need of financial planning.	
CO3.	Understanding and analyzing the structure and functions of financial markets, various financial instruments and financial intermediaries.	
CO4.	Analyzing and estimating the requirement of fund and cost of capital for various sources of funds.	
CO5.	Analyzing the impact of short term and long term financial decisions of an organization and the various tools used for such decisions.	
CO6.	Making various capital budgeting decisions through various techniques of project appraisal.	
Course Content:		
Unit-1:	Nature, Scope and Objective of Financial management ,Goal of FM-profit Maximization VS Wealth Maximization – Finance Function –Financial planning and forecasting – role of financial manager –Flow analysis –cash Flow analysis .	**6 Hours**
Unit-2:	Financial decision: financial Leverage –EPS –EBIT Analysis –cost of capital –Weighted Average cost capital –capital structure –factors affecting capital structure theories of capital structure.	**6 Hours**
Unit-3:	Investment decision: Nature and signification of investment Decision – Estimation of cash flows –capital Budgeting process –Techniques of Investment Appraisal: Payback period; accounting rate of return time vale of money–DCF Techniques -net present-net present value, Profitability index and internal rate of return.	**6 Hours**
Unit-4:	Dividend Decision: Meaning and signification –Theories of Dividend – Determinants of Dividend –dividend policy –bonus shares –stock splits	**6 Hours**
Unit-5:	Working capital decision :meaning –classification and signification of working capital –Component of working capital –cash management models –cash budgeting –accounts receivables-credit policies –inventory management	**6 Hours**
Text Books:	1. Pandey I.M., Financial Management, New Delhi: Vikas Publications. Khan & Jain, Financial Management, New Delhi, McGraw-Hill.	
Reference Books:	1. Reddy G. Sudarsana, Financial Management Principles & Practice, New Delhi:Himalaya Publishing House. 2. Rustagi, R.P. Financial Management: Theory, Concepts and Problems, New Delhi:Galgotia Publishing Company. 3. Chandra Prasanna, Fundamentals of Financial Management, New Delhi:McGrawHill. 4. Van Horne- Financial Management and Policy, New Delhi: Pearson Education. 5. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, FinancialManagement, New Delhi: Pearson Education *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16017	Ability Enhancement Compulsory Course -4MHA- Semester-III **Organization & Management clinical of services**	L-3 T-0 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding the dimensions of hospital services	
CO2.	Understanding the administrative structure of a hospital.	
CO3.	apply learning to manage medical record department.	
CO4.	Developing the medical audit procedures.	
CO5.	Assessing and conduction medical audit.	
Course Content:		
Unit-1:	**Out patient (OPD) Services:** oduction, Types of OPD, Importance, Demand, Functions, Physical facilities, Location, Layout of OPD, Size, Patient's area, Clinical area, Administration area, - irculation area, Equipments, Staffing, Policies, Procedure, Managerial issues, Evaluation.	**6 Hours**
Unit-2:	**Emergency Services Department:** Introduction, Function, Types of emergency, Types of emergency services, planning of emergency services, Location, Physical facilities, designing of the Emergency Department, Equipments, staffing, policies, procedure, Ambulances, Record maintenance, Referral policies, Medico legal case, Disaster preparedness, Code Blue procedure, Evaluation of services, Grivance Redressal System.	**6 Hours**
Unit-3:	**In Patient Departments:** Introduction, Progressing Patient Care, Planning & Designing of ward, features of IPP, Location, Interdepartmental Realtionships, Calculation of IPD, Size of the IPD, forms of ward, Components of a Nursing Unit, Special wards, staffing, management in the wards, ward management, personal management in the ward, counseling, strategic management, Operation management, Monitoring and evaluation, Role of nursing services, Nursing needs of the patients, Function of the nursing care of the hospital, Function of nursing care factors influencing In-patient care.	**6 Hours**
Unit-4:	OT Operation Theater: Introduction, Aims of Planning Criteria of Planning, Physical facilities, Number of Operation Theatres, Grouping of OT, Decision criteria, Size of Operating room, Zoning of OT, Engineering specification of OT, Essential Physical Requirements of surgical operating room.	**6 Hours**
Unit-5	Intensive Care Unit (ICU): Introduction, Function, Types, Criteria for selection of Patient, Physical facilities, other services required for ICU, Staffing, Equipment, Policies & procedures. PMR Services: Physical Medicine and Rehabilitation (PMR) services, Objective, Approaches of Rehabilitation, Physical facilities of department: Location, space, requirements, equipments, Another criteria of classifying the equipment, staffing, Managerial issues	**6 hours**
Text Books:	Al-Ali, N. Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey.	
Reference Books:	• Andriessen, D. Making Sense of Intellectual Capital. Designing a Method for theValuation of Intangibles. Butterworth Heinemann. • Stewart, T.A. Intellectual Capital: The New Wealth of Organizations, NicholasBrealey, London. • Sveiby, K.E..The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. • Edvinsson, L. and Malone, M.S. Intellectual Capital: Realizing your company'strue value by finding its hidden brainpower, Harper, New York. • Low, J. and Kalafut, P.C. Invisible advantage: How Intangibles are DrivingBusiness Performance, Perseus Publishing, and Cambridge. *** Latest editions of all the suggested books are recommended.**	

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Course Code: 16023	Ability Enhancement Compulsory Course -5 MHA- Semester-IV **Risk and Disaster management**	L-3 T-0 P-0 C-3
Course Outcomes:	**After the completion of the course, students will be able to :.**	
CO1.	Understanding the functioning of hospitals.	
CO2.	Understanding the dietary services and ensuring hygiene and cleanliness in its delivery.	
CO3.	Developing plans for hazardous and biomedical waste management.	
CO4.	Assessing the working of hospital during emergency services.	
CO5.	Implementing and monitoring plans for controlling hospital relatedinfections.	
Course Content:	Understanding the functioning of hospitals.	
Unit-1:	**Security Organization and Management:**-Security threats and Vulnerabilities or Hospitals- Threat Groups-Security Sensitive Areas-Strategic Security System-Functions of Hospital Security Department – Non-Traditional :Service" Functions - Security Organization and Physical Security Measures-The Staff complement-Perimeter Protection |System –Implementing Physical Controls – Access Control Concepts-Definition – Means and components- Need for Security Technology – Security Technology Plan-computer and information Security- Selection and Management of Departmental of Departmental Security Staff/Contract Security Agency and Security Training- System Choice- Verification of Security Personal – Security Staff Discipline- Effective security Management in Hospitals – Standing Instructions for Security of Cash- Security Budgeting- Security Committee – Periodic Security Adult and Updating of Security Procedures – Bomb Threat / Response.	**6 Hours**
Unit-2:	**Hospital Acquired Infection (HAI):** Objectives – Control and Prevention – Housekeeping – Dietary Services – Linen and Laundry- Central Sterile Supply Department (CSSD)- Security- Engineering Aspects – Nursing Care- Waste Disposal- Antibiotic Policy – Hospital Infection Control Committee Composition- Role and Functions – Surveillance – Processing of Information Collected – Universal Precautions for Healthcare Workers.	**6 Hours**
Unit-3:	**Fire Hazards:** Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection- Structure Planning and Design Considerations – Buildings Services – Central Air – Conditioning Facilities- Electric Installation – Special Hazards – fixed Installations- Hazards Associated With Furnishing Material, Curtains Upholstery, Dresses, Bed and Bedding Materials – Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation –Risk Evaluation.	**6 Hours**
Unit-4:	**Radiation Hazards:** Introduction-Biological Effects Of Radiation- Diagnostic Imaging-Radiation Protection And Safety-Radiation Safety Monitoring-Principles In The Layout Of A Diagnostic X-Ray Room-Video Imaging Modalities-Contrast Media-Laser Imaging –Magnetic Resonance Imaging-Planning Constraints-Preventive Measures Against Magnetic Field Hazards-Nuclear Medicine Department-Facility Planning-Radiation Protection Aspects-Radioactive Waste Collection And Disposal-Procedure For Obtaining Clearance.	**6 Hours**
Unit-5:	**Disaster Management:** Objectives-Basic Concepts-Disaster Classification-Disaster Process-Spectrum of Disaster Management-Special Characteristics-Principles of Disaster Planning-Disaster and Health Problems-Organization For Medical Relief- Principles of Mass Casualty Management-Objectives of and Need For Hospital Disaster Plan-Disaster Committee-Organization-Role and Responsibilities-Organizing Disaster Facilities-Disaster Response-Alert and Recall-Deployment-Disaster Administration-Disaster Manual-Disaster Drill.	**6 Hours**
Text Books:	1. .Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi	

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	2. Stonier and Hague, Textbook of Economic Theory - Longman Green and Co., London.	
Reference Books:	1. Hirschey Mark, Managerial Economics, Thomson Learning, Bangalore 2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York. 3. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad 4. Business Economics (Micro) - Dr. Girijashankar; Atharva Prakashan, Pune. 5. J.M. Henderson and Richard E. Quandit., Micro economic Theory,Mcgraw Hill Company, New York. 6. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 7. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. 8. G.S. Gupta: - Managerial Economics, McGraw Hill PublishingCompany, Ltd. New Delhi. 9. Dean J., Managerial Economics, Prentice Hall New Delhi. 10. Mithani.D.M. :- Managerial Economics, Theory and Applications, Himalaya Publishing House, New Delhi *** Latest editions of all the suggested books are recommended.**	

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Skill-Enhancement Elective Course (SEC)

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Course Code: 16002	Skill-Enhancement Elective Course (SEC)-1 MHA – Semester-I COMMUNICATION AND REPORT WRITING IN HOSPITAL	L-2 T-1 P-0 C-3
Course Outcomes:	At the end of this course students should be able to:	
CO1.	Understanding the basics of business communication process, types and networks of communication.	
CO2.	Understanding the barriers of communication, importance of listening skills and effective presentation skills.	
CO3.	Applying techniques of effective communication- both verbal and non-verbal at the workplace.	
CO4.	Creating an effective presentation using slides and other visual aids.	
CO5.	Understanding and analyzing the various types of interview and Group Discussion techniques and applying them during real life situations.	
Course Content:		
Unit-1:	**Business communication:** Meaning-need definition –importance-fundamentals and function of communication –inter personal communication –speaking –listening –barriers of communication –Effective communication-commandants.	6 Hours
Unit-2:	**organizational communication process:** Introduction-steps in organizing-patterns of communication for organization communication network-organizational –organizational climate and communication in organization. Role of communication in management – models of communication –process of communication –types-effective communication –essential of effective communication	6 Hours
Unit-3:	**Channels of communication:** Vertical and horizontal communication-oral communication-meeting-tool of organizational communication-styles of oral communication –feed back in oral communication-honest communication – privilege in speech-defamatory speech-merits and demerits of oral communication.	6 Hours
Unit-4:	**Business correspondence:** Introduction to business-business correspondences-need-functions-kind of business letters- essential of an effective business letter(layout)-planning the letter. Business enquiries and replies-credit and status enquiries placing and fulfilling orders-complaint and adjective-collection letter-circular letters-agency correspondences and goodwill letters.	6 Hours
Unit-5:	**report writing:** Importance of report-types of report-feature-process of writing reports-structure of business reports. style-language.	6 Hours

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Course Code 16018	Skill Enhancement compulsory Course -2 MHA- Semester-III **Nursing Administration**	L-2 T-1 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	• To develop managerial and administrative skill in Nursing..	
CO2.	• To gain knowledge on Functions & Principle of Nursing Administration	
CO3.	• To understand Clinical Care Delivery and Optimal Patient outcomes.	
CO4.	• To develop skill on planning & organization of Nursing services	
Course Content:		
Unit-1:	**Introduction to Noble Profession :-** Concept, Nature & Scope of Noble Profession, Professional standards, Barriers.	**6 Hours**
Unit-2:	**Nursing Organization Structure** Organizational structure in nursing, Types of organizational structure, elements of organizational structure, organization, structure in healthcare.	**6 Hours**
Unit-3:	**Principles & Practices of Nursing Admin :-** Concept, purpose & scope of nursing and public administration, administration of health services in hospital, Nursing service in hospital, performance appraisal staff development – carrier opportunities. Hirarchhy	**6 Hours**
Unit-4:	**:- Doctors & Nurse – Patients Relationship :-** Doctor, patient relationship, types of doctor patient relationship, relationship between doctors and nurses, impact of nurse-patient relationship on quality of care and patient. Autonomy in decision – making, barriers for effective professional relationship, Nurses : A dedicated social and professional entity	**6 Hours**
Unit-5:	**Definition Staffing Norms : -** Staffing, various types of hospitals and departments, functions in staffing, steps, factors affecting staffing, objectives, nursing staffing in hospitals, norms of staffing, recent trends in nursing profession and education.	**6 Hours**
Unit-6	**Nursing Practices:-** Specializations Nursing, Advanced practice register nursing, ambulatory care nursing, business in nursing, cardiac care nursing, case management-nursing	**6 hours**

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Course Code: 16024	Skill Enhancement compulsory Course -3 MHA- Semester-IV **Entrepreneurship and consultancy & latest trend in healthcare & hospital services**	L-2 T-1 P-0 C-3
Course Outcomes:	**At the end of this course students should be able to:**	
CO1.	Understanding the concepts, theories, tools & techniques & methods related to entrepreneurship.	
CO2.	Analyzing business situations including enabling & restricting issues & available resources for setting up an entrepreneurial organization.	
CO3.	Appling concept, techniques & methods for success of enterprise.	
CO4.	Evaluate business opportunities and making decision about product, finance and function of business.	
CO5.	Developing a business plan and executing the business plan	
Course Content:		
Unit-1:	**Overview of Entrepreneurship:** Overview : Definition and meaning of Entrepreneurship characteristics and function of entrepreneur importance and limitations of entrepreneurship : entrepreneurial laboratory, types of entrepreneurs entrepreneurship games innovation and entrepreneurship. Idea Generation: Brain storming in terms for project ideas normal group technique creativity, lateral thinking; research &development. Reverse engineering IPR patenting environment canning opportunities in health care, NGO collaboration.	**6 Hours**
Unit-2:	**Feasibility study:** Operational feasibility, technical feasibility, market feasibility financial feasibility economic forecasting project report writing. Support systems for new enterprise creation, new enterprise identification and selection enterprise establisent and management.	**6 Hours**
Unit-3:	**Sources of Finance:** Short term sources – instruments – long term sources – instruments – source – commercial banks, development agencies. Indian and international funding organizations capita market venture and startup capital	**6 Hours**
Unit-4:	**Overview of Health care consultancy:** Consulting industry with specific reference to hospital and health care consulting perspective. Professionalism & Ethics in consulting consultant – client relationship, behavioral roles of consultants.	**6 Hours**
Unit-5:	**Consulting Process in Health Care:** Entry" initial contracts – preliminary problem diagnoses- terms and reference – assignment strategy and plan – proposal to the Clint – consulting contract. Diagnosis: Conceptual frame work of diagnosis – Diagnosing purpose and problem – Defining Necessary facts – sources and ways of obtaining facts – data analysis – feedback. Acton planning: Possible solution – evaluating alternatives – presentation of actions. Implementation & termination:	**6 Hours**
Text Books:	1. Hisrich, Robert D., Michael Peters and Dean Shephered,Entrepreneurship, McGraw Hill, New Delhi.	
Reference Books:	1. Khanka S.S., Entrepreneurship Development, S. Chand and Company Ltd., New Delhi. 2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersy (USA). 3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi. 4. Charantimath, Poornima, Entrepreneurship Development and Small Business Entreprises, Pearson Education, New Delhi.	

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	5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi. *** Latest editions of all the suggested books are recommended.**	

(Pooja Gangwar) (Ajay Upadhyay) Reena (Reena Singh) (Dr. P. Kanungo)

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Evaluation Scheme: Continuous Evaluation

- Students will be evaluated on the score of 100 in every course.
- Evaluation of soft skill will follow continuous evaluation method

Details are as follows:

Total Marks	100 marks = Internal Marks (50)+ External Marks (50)
Internal Evaluation (50 Marks):	**I. Continuous Evaluation -40 Marks** Every student has to participate in minimum of 5 assessments assigned by the trainer carrying 8 marks each. List of type of assessments are as follows:- a) Extempore b) JAM session c) Role Plays d) Debate e) Discussion f) Personal Mock Interview etc **II. Class Attendance – 10 Marks** Distribution of attendance marks

% Attendance	Marks
0-10	1
11-20	2
21-30	3
31-40	4
41-50	5
51-60	6
61-70	7
71-80	8
81-90	9
91-100	10

External Evaluation (50 Marks):	**Oral Examination – 50 Marks** Oral examination by committee of 2 skill trainers (including one external if available) other than who has taught the subject.

(Pooja Gangwar) (Dr. Upadhyay) (Reena Singh) (Dr. P. Ganguly)

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Summer Internship Report Evaluation

(Pooja Gangwar) (Ajay Upadhyay) (Reena Singh) (Dr. P. Kanungo)

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Course Code:	**MHA - Semester-III** **Summer Internship Report Evaluation**	**L-0** **T-0** **P-0** **C-6**
Course Objective:	This course intends to familiarize and develop understanding of the students about the hospital/organizational set up, know about the functioning of various sections/departments of a hospital/organization/company in general and gain hand-on experience of a specific job function of the chosen hospital/organization. The main aim is to acquaint the student with the practical day-to-day functioning of a hospital/organization with a motive to facilitate training in a specific skill/area of that hospital/organization. Students will undergo summer internship at the end of III semester. The duration will be45- 60 days of training.	
Course Outcomes:	**At the end of this course students should be able to:** 1. Understanding the various departments, sections of an organization, staffing, administration and different levels of hospitals. 2. Understanding various terminologies used in hospitals. 3. Demonstrating the specialization/ special skills required to work in a particular section/ department of a hospital. 4. Working in tandem with the supervisor/mentor's goals of a hospital. 5. Evaluating the general working environment, processes and systems of the organization where the student has work. 6. Explaining what he/she has observed and understood about a specific working/skill area of the particular section of the hospital in which he/she worked. 7. Writing a detailed report on the summer training.	
Course Content:	1. A brief introduction is given by the host hospital on its various departments and administrative functions. 2. Students will visit various departments and will observe the physical layout, working conditions and managerial practices under the supervisor of the hospital. 3. Students will write notes on the salient features of activities of different departments. 4. Each student shall prepare a structured report after the successful completion internship. 5. Students with help of faculty guide will carry out analysis of the visit reports. 6. Students will give a formal presentation of the report before the jury comprising of minimum two internal faculty members to be appointed by the Director/ Principal of the college. 7. The assessment will be out of 100 marks (External Marks-50, Internal Marks-50). 8. The report (based on general training or the problem centric training) prepared by the student will be termed as Summer Training Report. The report should ordinarily be based on primary data. It should reflect in depth learning during summer training. The average size of Report ordinarily will be 30 to 60 typed pages in Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper	

Evaluation Scheme

The assessment will be out of 100 marks

Details	Report Work	Domain Knowledge	Viva Voce	Total
Internal	15	15	20	50
External	15	15	20	50

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Format for Summer Internship Report		
S.No	**Detail**	**Page No.**
1	Cover / title page	**1**

…… (Topic/Department/Area)

At

(Name of the Hospital / Organisation)

In partial fulfillment for the award of the degree of MHA (Master of Hospital Administration)

BAREILLY INTERNATIONAL UNIVERSITY, Bareilly. Uttar Pradesh

Submitted by:

Student Name

III Semester

Year

Submitted to

Internal Guide Name

Designation

BIU , BIU College of Management

Under Supervision of
External Guide Name
Designation

2	Acknowledgement	1
3	Certificate issued from the Company / organization/ Hospital.	1
4	Table of content (Index) –with page numbers clearly identified	1
5	Hospital/Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Services, Products, Milestones, Achievements, Address)	5-6
6	Objectives of training	1

Important Note

Student has to choose out of General Training (GT) or Problem Centric Training. (PCT) The details are givenbelow:

S.No	General Training (GT)	PageNo	S.No.	Problem Centered Training (PCT)	PageNo
1	Introduction of the department/s or the area assigned duringtraining.	2-3	1	Introduction to the topic	4-5
2	Intern role during internship	1	2	Research Objectives	1-2
3	Observations (including explanation of Processes)	1-2	3	Research methodology	1-2
4	Role of (department/s or the are assigned)in the organization	1-2	4	Data analysis & interpretation	5-8
5	Key learning	1-2	5	Results & Findings	1-2
6	Recommendations (if any)	1	6	Recommendations	1
7	Conclusion	1	7	Limitations	1
			8	Conclusion	1
			9	References	1-2
			10	Appendices, viz., 1.Questionnaire 2.Checklist 3. Tables etc.	1-2

(Pooja Gangwar) (Dr. P. Kanungo)

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Project Report Evaluation

(Based on: On the Job Training (OJT) / Hospital Centric Research / Start-Up Engagements / Family Business Exposure)

(Pooja Gangwar) (Apoorv Upamanyu) (Reena Singh) (Dr. P. Kanungo)

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Course Code: 16705	MHA - Semester-IV **Project Report Evaluation** **(Based on: On the Job Training (OJT)/ Hospital Centric Research / Start-Up Engagements/ Family Business Exposure)**	L-0 T-0 P-9 C-9
Course Outcomes	**At the end of this course students should be able to :.**	
CO1.	Understanding the working of various departments and associated problems.	
CO2.	Understanding the importance of process and methods of research, and their applicability.	
CO3.	Understanding the working on the designing tools to collect data for research andevaluation.	
CO4.	Applying statistical tools for data processing to get information.	
CO5.	Demonstrating the results to prove their findings.	
CO6.	Writing a report with effectiveness.	
CO7.	Assessing the probable solution to a given research problem.	
Course Content:	The students have to submit a detail report based on:**On the Job Training (OJT)/ Hospital Centric Research/ Start-Up Engagements / Family Business Exposure** by the students during the fourth semester.At the ends of third semester students have to inform about the choice from the above options to the program coordinator. The student will submit a detail report at the end of fourth semester, which will form part of fourth semester examination. A performance appraisal by the organization authority will be attached along with the reportin case of OJT only.	
	The projectreport (based on:**On the Job Training (OJT)/ Hospital Centric Research/ Start-Up Engagements / Family Business Exposure**) should ordinarily be based on the in-depth experience gained during any of the above engagements. The detail report of aboveshould be prepared mentioning brief note on the business activity of the organization, its structure, details of products / services, detail report on experiential learning, status report on business/market environment in which the business activities performed, compliance report, market feasibility report and bank account details in case of Startup / Family Business, andlimitation/challenges faced. Report should haveTimes New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report are required to be submitted to the university. The report will be typed in A-4 size paper.	

Evaluation Scheme

Details	Research Work	Domain Knowledge	Viva Voce/Presentation	Total
Internal	20	10	20	50
External	20	10	20	50

(Pooja Gangwar) (Ajay Upadhyay) (Reena Singh) (Dr. P. Kanungo)

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Format of
Project Report
(Based on: On the Job Training (OJT)/ Hospital Centric Research / Start-Up Engagements/ Family Business Exposure)

S.No	Detail	PageNo.
1	Title of the Project	1

…… (Topic/Department/Area)
At
(Name of the Hospital/ Organization / Start-Up/ Family Business)
In partial fulfillment for the award of the degree of MHA (Master of Hospital Administration)
BAREILLY INTERNATIONAL UNIVERSITY, BAREILLY. UTTAR PRADESH

Submitted by:

Student Name
IV Semester
2nd Year

Submitted to

Internal Guide Name
Designation
BIUCOM, BIU

Under Supervision of
External Guide Name
Designation

2	Acknowledgement	1
3	Certificate (from the Hospital / organization)	1
4	Table of content (Index) –with page numbers clearly identified	1
5	Hospital/Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Services, Products, Milestones, Achievements, Address)	3-4
6	Objectives of OJT/ Hospital Centric Research/ Start-Up/ Family Business	1

Important Note

Student has to finalize the topic of the projectin consultation with faculty guide (Internal) and industrysupervisor (external guide)

S.No	Problem Centered Training	Page No
1	Introduction to the topic in case of OJT / Hospital Centric Research Introduction of the / Startup / Family Business	4-5
2	Objectives of Experiential Learning during OJT/ Hospital CentricResearch / Startup/ Family Business	1-2
3	Market / Business Environment in which business activities performed.	1-2
4	Processes and Practices learnt during OJT/ Hospital Centric Research / Startup/ Family Business	5-8
5	Findings and Learning outcomes during OJT/ Hospital Centric Research / Startup/ Family Business	1-2
6	Challenges and Limitations faced by the student during OJT/ Hospital Centric Research / Startup/ Family Business	1
7	Future Scope of your learning	1
8	Conclusion/ Summary	1
9	References/ Bibliography (if any)	1-2
10	Appendices, viz., • Copy of Certificate • Detail of Bank Account • Rent Agreement Deed • Detail of Bank Loan • Any other approvals • Any other documents required	1-2

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Viva Voce

(Comprehensive)

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Course Code:	MHA- Semester-IV **Comprehensive Viva Voce**	L-0 T-0 P-0 C-6
Course Outcomes:		
CO1.	Preparing comprehensively to answer questions from all the courses of the present semester.	
CO2.	Understanding and developing oralcommunication and presentation skills by answering questions in precise and concise manner.	
CO3.	Developing confidence and inter-personal skills.	
Course Content:		
Course Guidelines:	The comprehensive viva voce is scheduled to be held at the end of II Semester in the first year.	
	This is also to measure the articulation of what is being learnt by them and see their relevance in the practical field.	
	The Total marks of viva are 100.	
	The internal marks (50 marks) will be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of a panel of at least two faculty members to be appointed by the Director / Principal of the College	
	The external marks (50 marks) will also be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of the external examiner to be appointed by the examination division of the University.	

Evaluation Scheme

Detail	Course/Domain Knowledge	Confidence	Communication Skills	Total
Internal	20	15	15	**50**
External	20	15	15	**50**

(Pooja Gangwar) (Reena Singh) (Dr. P. Kanungo)

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