



MBA

**Kavayitri Bahinabai Chaudhari North
Maharashtra University, Jalgaon**

FACULTY OF COMMERCE & MANAGEMENT

**Structure, Equivalence and Syllabus
of
Master in Business Administration
HOSPITAL AND HEALTHCARE MANAGEMENT
(MBA) HHM –I
As per NEP 2020
(Semester 60-40 pattern)
w.e.f AY 2024-25**

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

(FACULTY OF COMMERCE & MANAGEMENT)

w.e.f. AY 2024-25

SUMMARY OF DISTRIBUTION OF CREDIT

Sr. No	Type of course	Sem I	Sem II	Sem III	Sem IV
01	Mandatory DSC	16	16	4	8
02	Elective DSE	4	4	12	12
03	RM	4	--	--	--
04	OJP/SIP/FP	--	4	8	--
05	RP	--	--	--	6
06	Total Credits	24	24	24	26

Subject Type	Core	Elective	Research Project	OJT/FP	RM	Total
Credits	44	32	6	12	04	98

Total Credits = 98

KBCNMU, Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, M.B.A. (MASTER OF BUSINESS ADMINISTRATION IN HHM) PROGRAMME W.E.FROM 2024-25

Proposed Credit Distribution structure for Two Years P.G Course MBA HHM

Year (2 Yr PG)	Level	Semester	Major (Core) Subjects		RM	OJT/FP	RP	Cumulative Credits /Sem
			Mandatory (DSC)	Elective (DSE)				
I	6.0	Sem-I	MBA 501 Management Science in Health Care (4T) MBA HM 502 – Organizational Behavior in Health Care (4T) MBA HM 503 Health Economics (4T) MBA HM504– Hospital Administration(4T)	MBA HM 505A -Hospital Operation Management(4T) OR MBA HM 505 B Total Quality Management (4T)	MBA-HM506 Research Methodology.(4T)	---	---	24
		Sem-II	HM511 – Basic of Accounting & Financial Management(4T)) MBA HM512 – Patient Care Management(4T) MBA HM513 – HRM in Health Care (4T) HM514– Medical Terminology, Clinical Diagnostic & TS(4T))	MBA HM515 A– Corporate Communication Skills(4T) OR MBA 515B SWAYAM/ MOOC courses (4)		MBA-516: Field Project (4)	---	24
Cum. Cr. For MBA-I			32	8	4	4	---	48
EXIT OPTION: PG Diploma in Business Administration (after 3 year UG Degree)								
Year (2 Yr PG)	Level	Semester	Major (Core) Subjects		RM	OJT/FP	RP	Cumulative Credits/Sem
			Mandatory (DSC)	Elective (DSE)				
II	6.5	Sem-III	MBA HM601– MIS for Hospital (2T) MBA HM602 – Medical Audit & Records (2T)	MBA HM603- Pharmaceutical Management in HealthCare (4T) MBA HM604 –Purchasing & Inventory Management for Hospital (4T) HM605–Epidemiology &Public Health System (4T) MBA HM606 –Healthcare Marketing &Strategic Management (4T) ANY 3	---	MBA 607 OJT/ SIP (8)		24
		Sem-IV	MBA HM611 – Hospital Hazardous and Waste Management (4T) MBA HM612– Healthcare Laws, Ethics & Counseling Skills (4T)	MBAHM613 – Risk Management & Health Insurance (4T) MBA HM614 Accreditations in Healthcare(4T) MBA HM615 – Hospital Safety and Disaster Management (4T) MBA HM616 –Hospital Architecture, Planning & Design (4T) ANY 3	---		MBA-618 Research Project (6)	26
Cum. Cr. for MBA II			12	24	---	8	6	50
2 Year 4 Semester MBA Degree			44	32	4	12	6	98

Abbreviations: T: Theory Course OJT: On Job Training: Internship/ Apprenticeship P: Practical course RP: Research Project FP: Field Project
DSC: Discipline Specific Core Course RM: Research methodology DSE: Discipline Specific Elective Course SIP: Summer Internship Project



STRUCTURE OF MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

W.E.F. A.Y. 2024-25

1. TITLE OF THE DEGREE

This degree shall be titled as Master in Business Administration in Hospital and Healthcare Management (MBA HHM). This new curriculum shall be effective from Academic year 2024-25.

2. OBJECTIVES

The Main Objective of MBA HEALTHCARE AND HOSPITAL MANAGEMENT is to nurture the Healthcare Industries across the World on the Background of Pandemic. This Program aims at giving extensive exposure to the students upto their fullest potential by virtue of their excellence in academic in order to enhance their employability. The Healthcare Sector is one of the Largest Growing Sector and to meet the demand of Corporate Hospitals & Government Sector Undertaking is Real Challenge in front of Academicians.

The key objectives of the program are:

1. To Develop Skills in Planning and Managing Healthcare Organizations
2. To Participate and Contribute to the Formulation of Public Health Policies.
3. To enhance the Decision-making and Administrative Competence of the Students to enable them to face Challenges of the Healthcare Industry.
4. To Promote Knowledge through Applied and Conceptual Research relevant to Management and to disseminate this Knowledge through Publications.
5. Enhance the Employability of students so as to excel them in corporate healthcare Sector.

3. DURATION

The regular Full Time Course shall be of 2 Years duration; comprising of 4 Semesters through Theory papers, Practical, Project report, Viva-voce, SWAYAM MOOCS Courses, OJT, FPS and such other Continuous Evaluation Systems as may be prescribed, in this respect, from time to time.

4. ELIGIBILITY FOR ADMISSION

As per admission rules framed by the Directorate of Technical Education, Government of Maharashtra.

5. PATTERN

The new MBA Curriculum 2024 integrates the National Education Policy, 2020 as well as the draft guidelines of Government of Maharashtra

6. EVALUATION OF THE STUDENT:

- I. The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination with a weightage in the ratio of 40:60(20:30 in Case of 2 credit course)
- II. Standard of passing –In order to pass the examination the candidate has to obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses comprising of 4 credits . Similarly, the candidate has to obtain at least 40% marks for each head separately, that is 12 marks out of 30 (External) & 8 marks out of 20 marks (Internal) for all courses comprising of 2 credits.
- III. Minimum marks for passing the Project Report and Viva Voce i.e. the marks obtained in internal examination and external Viva Voce shall be 50% separately.
- IV. The Discipline Specific Elective (DSE) must have a minimum enrollment of 10% of the total student intake.
- V. The distribution of marks for each theory paper of 4 credits at term (Semester) end examination and for continuous internal assessment shall be as follows:

Assessment Components	Internal Continuous Assessment(ICA) (40 Marks)			Semester-End Examination (University Assessment-UA)(60 Marks)
	Class Test (Test-1 & 2 each of 30 Marks)	Class Participation (In regular classes / Practical's etc.)	Other Assessment (Home Assignments/ Group Discussion/ Quiz / Seminar/ Avishkar Participation)	
Marks	30	05	05	60

- VI. Internal Assessment: For the internal assessment, 40 marks shall be assigned which includes:

Assessment Components	Internal Continuous Assessment (College Assessment-CA) (20 Marks)	Semester-End Examination (University Assessment-UA) (30 Marks)
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- VII. University Assessment: Each theory paper comprising of 60 marks shall be of 3 hours duration and 30 marks shall be of One and half hour.
- VIII. The student shall be allowed to keep the terms of the next year as per the University rules.

7. Grades:

Marks for each course would be converted into grade points as per **Seven-Point** grading scale which is available on University website.

8. GUIDELINES FOR TEACHING

- i. There shall be at least 48 lecture hours per semester per course for 4 credit course and 24 lecture hours per semester per course for 2 credit course. The duration of the lectures shall be 60 minutes each. There shall be at least 12 weeks of teaching before commencement of examination of respective semester.
- ii. There shall be 4 lectures / week for 4 credit course and 2 lectures/ week for 2 credit course.
- iii. The semester workload is balanced with 04 credit and 02 credit courses along with On Job Training, Field Project and Research Project.
- iv. Self-study shall be natural requirement beside the time table. The Faculty will have to exert a little extra for cultivating reading habits amongst the students.
- v. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the global challenges as business executive for this Audio-visual aids and Practical field work should be a major source of acquiring knowledge.
- vi. Institute may use a combination of various teaching methods such as cases, projects, independent studies, computer aided instructions, group discussions, Video's, lectures, seminars, presentations by students, and lectures by guest speakers from industry and government. The case method is generally seen as a most effective tool, and it should be included as part of the curriculum teaching as far as possible. This sharpens analytical skills of students and helps analyze problems from multi-functional perspectives. Case study method preferably shall be used wherever possible for the better understanding of the students.

9. GUIDELINES FOR ON JOB TRAINING / SUMMER INTERNSHIP PROJECT

- i. Each student shall have to undergo a OJT/SIP training for a period of not less than 8 weeks during vacation falling after the end of IInd Semester.
- ii. The student has to undertake project individually. Joint Projects are not allowed in any case. SIP Report is to be submitted by every individual student separately.
- iii. More than 5 students of same institute are not allowed to undertake project in the same organization/company (irrespective of branch / location etc.). All the students (max. 5) working in same organization must prepare a report on different topics.
- iv. The SIP process involves working under the mentorship of an executive of the

concerned organization and also with a faculty member of the institute where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.

- v. Thereafter, the student should prepare a report and submit one copy to the organization (hard copy or soft copy) and Two Hard copy to the institute. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute. (The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective.
- vi. In the Third semester, examination student shall submit "Detailed Report" individually on the basis of Specialization. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.
- vii. Teacher shall not be entrusted/allowed to take more than 15 students for guidance and supervision of project report.
- viii. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the SIP/OJT rteport has been satisfactorily completed and shall submit Two hard bound typed copy of the same to the Head / Director of the institute along with a CD of Project Report. In order to save the paper, both side printing is allowed.
- ix. It is responsibility of concerned Institute to check the authenticity of Project.
- x. Student may use SPSS software if required.
- xi. Project viva voce shall be conducted at the end of Semester III.
- xii. Viva Voce for one student shall be of minimum 10 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.
- xiii. Ten percent (10%) of the projects May be given by institute to the students for summer training as basic research projects.
- xiv. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of work done by the student as an internal assessment. Viva voce of 60 marks will be conducted by the panel of the external examiners to be appointed by the University.
- xv. No students will be permitted to appear for Viva-voce examinations, unless and until (s) he submits the SIP/OJT report before the stipulated time.

10. STRUCTURE OF THE QUESTION PAPER

10.1. A. Each question paper shall be of 60 marks and of 3 hours duration.

9.1 B For Theory papers there will be 2 Sections. In section I, a candidate shall be required to answer 3 questions out of 5 questions and in section II, student shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

10.2. **For Composite papers (theory and practical / problems)** there will be 2 sections. In section I (practical/problem) a student shall be required to answer 3 questions out of 4 questions & in section II (Theory) he/she shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

10.3. **For papers including case studies** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions and in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 12 marks each.

10.4. **For case studies** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

11. ELIGIBILITY OF THE FACULTY

Strictly As per norms fixed by AICTE (www.aicte-india.org) and KBC North Maharashtra University, Jalgaon (www.nmu.ac.in)

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

EQUIVALENCE OF OLD AND NEW COURSES FOR

MASTER IN BUSINESS ADMINISTRATION (M.B.A.)



Old Paper	Old (w.e.f.- AY 2024-25)	New Paper	New courses (w.e.f.- AY 2024-25)
Semester-I			
HM101	Management Science & Health Care	HM 501	Management Science & Health Care
HM102	Organizational Behaviour in Health Care	HM 502	Organizational Behaviour in Health Care
HM103	Managerial Economics	HM 503	Managerial Economics
HM104	Corporate Communication Skills	HM515A	Corporate Communication Skills
HM105	Hospital Architecture, Planning & Design	HM 616	Hospital Architecture, Planning & Design
HM106	Hospital Administration	HM 504	Hospital Administration
Semester - II			
HM201	Basic of Accounting & Financial Management	HM511	Basic of Accounting & Financial Management
HM202	Medical Terminology, Clinical Diagnostic & TS	HM514	Medical Terminology, Clinical Diagnostic & TS
HM203	Patient Care Management	HM512	Patient Care Management
HM204	HRM in Health Care	HM513	HRM in Health Care
HM205	Research Methods & Healthcare Analytics	HM506	Research Methods & Healthcare Analytics
HM206	Hospital Operation Management	HM505A	Hospital Operation Management
Semester - III			
HM301	Medical Audit & Records	HM602	Medical Audit & Records
HM302	MIS for Hospital	HM601	MIS for Hospital
HM303	Pharmaceutical Management in Health Care	HM603	Pharmaceutical Management in Health Care
HM304	Healthcare Marketing & Strategic Management	HM606	Healthcare Marketing & Strategic Management
HM305	Purchasing & Inventory Management for Hospital	HM604	Purchasing & Inventory Management for Hospital
HM306	Epidemiology & Public Health System	HM605	Epidemiology & Public Health System
Semester - IV			
HM401	Hospital Hazardous and Waste Management	HM611	Hospital Hazardous and Waste Management
HM402	Risk Management & Health Insurance	506A	Risk Management & Health Insurance
HM403	Healthcare Laws, Ethics & Counseling Skills	HM612	Healthcare Laws, Ethics & Counseling Skills
HM404	Hospital Safety and Disaster Management	HM613	Hospital Safety and Disaster Management
HM405	Total Quality Management & Hospital Accreditation	HM505B	Total Quality Management & Hospital Accreditation
		HM614	Accreditations in Healthcare
HM406	Project Report	HM607	OJT/SIP Report



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: HHM 501: Management Science & Health Care

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

The Credits focuses on providing students with managerial aspects related to the position and levels in the Health organizations. The Credits provides the overview of managerial functions such as planning, organizing, controlling, leading and decision making in an organization. It provides the base for the business students to effectively contribute in the organizations that they will join. It gives the systematic view of organizations also including decision making, management practices locally and globally.

Course Objectives:

- To develop a sound conceptual framework for understanding management sciences & Global management Practices in Health care.
- To get in-depth knowledge in various functions of Management.
- To be able to understand & solve case studies in Management.

Course Outcomes:

Define conceptual framework & evolution of management sciences.

Explain Planning, organizing, directing, controlling as a managerial functions in healthcare.

Discuss Staffing, coordination and decision making in management.

Apply Indian Management practices in health care.

Relate Global Management practices.

Solve case studies in Management to enhance decision making ability.

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Unit – I Management and Principles of Management

(08)

- 1) Management: Concept, Nature, scope, purpose, functions & Importance

- 2) Management: Art and Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions, Managerial Skills & roles (Mintzberg)
- 3) Evolution of Management Thought: Classical approach, scientific approach, Behavioural approach, Quantitative approach – an overview
- 4) Principles

Unit –II Functions of Management (08)

- 1.1 Planning: Nature, Scope, Objectives, Process of Planning, Effective Planning-Principles, Barriers overcome barriers, Planning Premises and Forecasting.
- 1.2 Organizing: Concept, Designing Organization Structure, and Forms of Organizational Structure, departmentation - need, importance & bases of departmentation
- 1.3 Directing: Concept, principles of directing, supervision
- 1.4 Controlling: Concept, Types of control, Method: Pre-control - Concurrent control – Post control, Control areas.

Unit –III Functions of Management-II (08)

- 3.1 Staffing: Concept, Manpower Planning, Recent trends in HRM, workforce diversity, MBO new approach to performance appraisal.
- 3.2 Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination.
- 3.3 Decision Making – Types of Decision, decision making processes, Effective Decision, Problem solving approach, Scientific Approach, Quantitative Approach, Creative Approach, Concepts of Management by Objectives (MBO)

Unit –IV Management Practices (08)

- 4.1 Indian Ethos: Essential Features & insights
- 4.2 Indian ethos in Management Practices
- 4.3 Management techniques in Indian Companies
- 4.4 Management Audit: Meaning of management audit, Need, Importance, Objectives and advantages of Management audit

Unit –V Global Management Practices (08)

- 5.1 Types of Management styles: Comparison between American, Japanese and Indian styles of Management
- 5.2 TOWS matrix: A modern tool for analysis
- 5.3 Diversity and Multiculturalism: Nature, Dimensions, Effects, how to manage Diversity and Multiculturalism in the organization.
- 5.4 Bench Marking:
- 5.5 Definition, Need, Levels & prerequisites,
- 5.6 Process: Planning, Analysis, Integration, Action Phase
- 5.7 Advantages& limitations of Benchmarking

Unit –VI Case Study (08)

- 6.1 A real world situation facing a manager should be considered for analysis & discussion in healthcare industry.

6.2 **Steps:** Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

REFERENCE BOOKS:

1. Essentials of Management - Koontz & Weihrich – McGraw Hill
2. Principles of Management – Bhat & Kumar – Oxford University Press
3. Management Principles & Application - Griffin, Ricky W. : (Cengage Learning/Thomson Press)
4. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson Global Business Management – Adhikari - Macmillan
5. Indian Ethos - Nandagopal Tata McGraw Hill
6. Global Management Solutions: Demystified by Seth- Cengage Learning
7. Principles of Management – Neeru Vashisth - Taxmann
8. Management - Robbins & Coulter – (Prentice Hall Of India, 8th Edition)
9. Management : A Global And Entrepreneurial Perspective - Weihrich Heinz And Koontz Harold (McGraw Hill 12th Edition 2008)
10. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
11. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: HHM 502: Organizational Behaviour in Healthcare

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

This course is an introduction to the basic concepts and topics in organizational behavior and Management. The field of OB is about understanding how people and groups in health organizations behave, react, and interpret events. The course focuses on OB in healthcare industries at three levels: individual, interpersonal, and collective. It also describes the role of organizational systems, structures, and processes in shaping behavior, and explains how organizations really work. Its purpose is to provide an understanding of how health organizations can be managed more effectively and at the same time enhance the quality of employees work life. It covers a wide breadth of theories and applications dealing with such topics as perception, personality, motivation, rewarding behavior, team dynamics, stress, power and politics, negotiation and conflict management.

Course Objectives:

- To study Human behavior at work
- To get knowledge of Individual, Interpersonal & Group perspectives
- To get knowledge of Power & Politics
- To get in depth knowledge work motivation & work stress
- To get knowledge of Power & Politics

Course Outcomes:

Define various concepts in Organisation Behavior

Focus on improvement of the individual attributes and articulate the process of group development

Practice cordial Interpersonal Relationship and **Apply** appropriate techniques of motivation

Administer power tactics to deal with organizational politics and Assess work stress.

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Unit –I Introduction (04)

- 1.1 Meaning, Nature, Scope, Key elements & Importance of OB ;
- 1.2 Various models of OB; Multidisciplinary nature of OB;
- 1.3 Emerging challenges for OB

Unit –II Foundation of Individual Behavior (12)

- 2.1 Personality: Concept, Determinants of Personality; Personality Traits influencing behavior; EI and its impact on Personality
- 2.2 Attitudes: Concept, Types, Components, Functions of Attitudes, Ways to change Attitudes; Attitudes & Behavior
- 2.3 Perception: Meaning; Perceptual Process; Factors Influencing Perception, Attribution theory; Biases affecting Perception; Perception and OB
- 2.4 Learning: Meaning; Theories of Learning, Principles of learning: Reinforcement, Punishment and Extinction, Learning & Behavior

Unit – III Group Behavior (06)

- 3.1 Reasons for formation of groups;
- 3.2 Nature & Types of groups,
- 3.3 Stages of Group Development;
- 3.4 Group Properties: Group Norms, Group Size and Group Cohesiveness; Group Think and Group Shift.

Unit – IV Interpersonal Relationship (08)

- 4.1 Nature of Conflict; Functional and Dysfunctional Conflict,
- 4.2 Types of Conflicts: (Individual, Interpersonal & Intergroup),
- 4.3 Developing interpersonal relations: Transactional Analysis and Johari Window, Conflict Management styles

Unit – V Motivation (08)

- 5.1 Nature & Types of Motivation: Financial & Non-Financial
- 5.2 Theories of Motivation:
 - 5.1.1 Need Hierarchy Theory;
 - 5.1.2 Theory X and Theory Y;
 - 5.1.3 Motivation-Hygiene Two Factor theory;
 - 5.1.4 ERG theory;
 - 5.1.5 Vroom's Expectancy theory;
 - 5.1.6 McClelland's Learned Needs Theory

Unit – VI Power Politics & Work Stress (10)

- 6.1 Concept; Difference between Authority, Power & Leadership
- 6.2 Sources of Power; Power Tactics
- 6.3 Organizational Politics; Reasons for Political Behavior
- 6.4 Political strategies and tactics to acquire power, Managing Political Behavior
- 6.5 Concept, Nature and sources of stress of Stress
- 6.6 Consequences of Stress; Stress & Performance; Stress Management

REFERENCE BOOKS:

1. Organization Behavior – V.S.P.Rao – Excel Publication
2. Organization Behavior – Stephen Robbins, Vohra – Pearson
3. Organization Behavior – Suja R. Nair, Himalaya Publications
4. Organization Behavior –S.S. Khanka – S Chand
5. Organization Behavior – K. Ashwathappa – Himalaya
6. Organization Behavior – P. SubbaRao – Himalaya Organization Behavior –Fred Luthans –
Mcgraw Hill
7. Human Behavior at Work –Keith Devis- Mcgraw Hill



Kavayitri Bahinabai North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: HHM 503: Health Economics

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

This course provides a comprehensive examination of economic principles and their application within the health care sector and broader market dynamics. Students will explore fundamental economic concepts, the role of economists, and how these ideas influence health care markets, pricing strategies, and financial planning. By understanding the interplay between economics and health care, students will gain insights into improving efficiency and effectiveness in the health care system.

Course Objectives:

- Provide knowledge on the dimensions of Economics, Demand and supply curves.
- Explain the different types of Competitions in the market.
- Obtain the role of economic systems in providing solution to economic problems and Employment opportunities in Health Care Industries.
- Health economics uses various methods and tools, such as Price determination and cost-Effectiveness analysis.
- To develop a basic understanding about the Profit analysis.

Course Outcomes:

Apply knowledge on concepts of Demand and Production function.

Examine the concepts of supply and different costs analysis.

Assess the knowledge on effective management of resources.

Compare the economic problems in healthcare using various budgeting techniques

Identify the different healthcare and other market structure and decide appropriate pricing strategies and Profit analysis.

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Characteristics – Dimensions of Economics, Economist Role and Responsibilities – Demand - Consumer Demand Utility- Law of Demand - Demand Curve - Indifference Curve - Elasticity of Demand- Determinants - Production – Process - Factors of Production - Production Function – Production Possibility Frontier in Health Care - Measures of Health Status

Unit –II Pricing and supply (08)

Concepts – Theory of Price Determination – Utility Analysis – Supply Curves – Cost Concepts and Cost Analysis

Unit –III Market (08)

Kinds of Market Structures - Perfect and Pure Competition – Monopoly -Monopolistic Competition – Oligopoly- price discrimination - Types – National Income and Business Cycle – Concepts – Measures - Fiscal and Monetary Policies

Unit –IV Healthcare Service Market (08)

Principles of Primary Health Care – Services - Sources – Accesses- Healthcare Service Market - Economic Analysis - Medical Care Market Place - Market Failure in Medical Markets - Employment at Indian Health Service – Efficiency - Market Dynamics- Healthcare Industry- Segments- Conditions – Pharmaceutical Market

Unit – V Profit Analysis (06)

Nature of profit. Profit planning. Break Even Analysis – Concepts, uses and limitation. Profit forecasting

Unit – VI Financial Economics (08)

Economics of Size - Economics and Diseconomies of Scale - Input Output Analysis - Capital Budgeting – Pay Back Period Method – NPV – IRR – Monetary and Fiscal Policies

REFERENCE BOOKS:

1. Dr. SSankaran, 2013 Managerial Economics Margham Publications, 5th Revised Edition.
2. N. K. Ananad ,ShikhaGoel, 2017. Health Economics. AITBS Publishers, India 2nd Edition.
3. Modern Economic Theory - K.K. Dewett, S. Chand New Delhi.
4. Principles of Economics – N. GregoryMankiw, Thomson
5. D.N. Dwivedi. 2015. Managerial Economics. Vikas Publishing House Pvt Ltd 8th Revised Edition.
6. Managerial Economics - D. M. Mithani- Himalaya Publishing House.
7. Macroeconomics Theory & Policy – H.L. Ahuja S. Chand



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: HHM 504: Hospital Administration

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

The Credits provides knowledge about hospital administration and hospital services. The course has given detail information about role, skills, code of ethics of hospital administration. The various levels of hospital management including the governing board, advisory board, executive board are also discuss in the courses.

Course Objectives:

- To familiarize the students with hospital administrative concepts.
- To enable students to have good understanding of Hospital managers and his role.
- To know about hospital services.

Course Outcomes:

Define- Hospital administration concepts.

Explain- Pivotal role of Hospital managers

Discuss- Roles, skills, Administrative services of Hospital Management.

Apply- Application of skills & knowledge in Health Organization.

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Unit – I Concept of Hospitals: (08)

Definition, philosophy and objectives of Hospital; Classification of Hospitals; Hospital as a System and its peculiarities; Intramural and Extramural Functions of Hospital; Managerial activities in a Hospital; Relationship between a Hospital and its community

Unit –II Introduction to Hospital Administration: (08)

Meaning, nature and principles of Administration; Administration vs Management; Meaning and rationale of Hospital Administration; Roles of Hospital Administration;

Skills of Hospital Administration; Types of Hospital Administrators; Professional bodies of Hospital Administrators; Code of Ethics for Hospital Administrators.

Unit –III Overview of Hospital Services: (08)

Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services: Pharmacy, medical stores, housekeeping, ward management, CSSD, Laundry, Dietary, Security and Transport.

Unit –IV Hospital Management: (08)

Levels and Roles: Governing Board; Executive Board and Advisory Board; CEO; Medical Administration Nursing Administration; Hospital Administration; Middle Level Managers in Hospital and their Responsibilities; Structuring Hospital Organization

Unit –V Evaluation of Hospital Services; (08)

Management Techniques in Hospitals; Recent Advances in Hospital Administration. Staffing pattern in small, medium and large scale hospitals and their comparative differences

Unit –VI Role of Hospital Administrator in Health Spectrum (08)

Challenges before Hospital Administration in post covid period, Management of Hospital as a Matrix Organization, Channels of Authority and Communication, Staffing Norms in Various Departments and Hospitals Nursing Administration, Nursing Organisation Structure, Nurse Doctor Relation, Doctor Patient Relation, Issues in Nursing Administration, Recent Trends in Nursing Profession and Nursing Practices

REFERENCE BOOKS:

1. Sakharkar,B.M., & Jaypee Brothers (Jaypee digital) .(2009). Principles of Hospital Administration & Planning. (Jaypee Books.) Jaypee Brothers Medical Publisher (P) Ltd
2. Srinivasan,S.(1982).Management process in healthcare. New Delhi: Voluntary Health Association of India.
3. JoshiDC,Joshi,Mamta,(2009).Hospitaladministration.JaypeeBrothersMedicalPublications
4. Gupta,M.C.,&Mahajan,B.K.(2003).Textbookofpreventiveandsocialmedicine.NewDelhi:Jaypee Brothers Medical Publish



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: HHM 505A: Hospital Operation Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

The Course provides an Overview about operations management of Hospital and Health Care sector. It includes capacity planning, various supplementary care services, operational strategies, facility location and planning and facility layout and Operations of Utility and Auxiliary Facilities

Course Objectives:

- To familiarize operations management concept.
- To learn the operations of various supporting services.
- To provide fundamental knowledge about Hospital operations management
- To make acquainted with facility location and auxiliary facilities in Hospital.
- To understand various functional operations in Hospitals

Course Outcomes:

Define Hospital operations management; describe concepts of whole Hospital (**Understand**)

Explain capacity planning, production planning and forecasting. (**Understand**)

Justify factors affecting location selection and articulate facility layout (**Evaluate**)

Understand the front office and clinical service operations in hospitals.

Explain operations of Utility and Auxiliary facilities (**Analyze**)

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Meaning, Nature, Scope of Hospital Operation Management, Classification of Hospital, Modern Hospital – Hospital Organization and Structure, Planning the Whole Hospital, Changing System of Health Services Concept...

Unit: II Capacity Planning: (08)

Time horizons, types, measures, and determinants of capacity in Hospital, forecasting long-term future capacity demand.

Unit: III Supplementary Care Services: (08)

Front Office & back office-operations of supportive and Care services in hospital. - Laboratory, Blood Bank, Radiology and Imaging, Pharmacy, Nutrition and Dietary- Layout of Service Facilities. Fire Safety, Disaster Risks, Mortuary, Tele medicine, Transport, Laundry.

Unit –IV Operations Strategy (08)

Significance of Operations Strategy in Hospital, elements-technology selection and process development, developing operations strategy in Hospital

Unit –V Facility Location Planning and Facility Layout (08)

Facility Location and Layout: importance of location- factors- general steps in location and selection decision process- types of lay outs

Unit –VI Operations of Utility and Auxiliary Facilities (08)

A real world situation facing a manager should be considered for analysis & discussion in healthcare industry

REFERENCE BOOKS:

1. G.D.Kunders, 2008. Hospital and facilities planning and Design – Tata Mac Graw Hill Publishing Ltd, Delhi. 10th Edition.
2. Syed Amin Tabish, 2005. Hospitals and Nursing Homes Planning Organizations and Management Jaypee Brothers Medical Publishers (P) Ltd, Delhi.
3. S.K. Joshi, Quality Management in Hospitals. Jaypee Brothers Medical Publishers (P) Ltd, 2014, Delhi.
4. Healthcare Operations Management: A Systems Perspective, Dr.James Laungabeer, Jeffrey Helton, Jones & Bartlett Learning; 3rd Edition-2020.
5. Production and Operations Management, S.A. Chunwalla, D.R. Patel, Himalaya Publishing House, 9th Edition-2018.
6. Healthcare Operations Management, Daniel B.Mc Laughlin, John R.Olson, Third Edition-2017.
7. Hospital Operations-Principles of High Efficiency Healthcare, Wallace J. Hopp, William S. Lovejoy, Jeffery S. Desmond, Christopher R. Fries, Steven L. Kronick, Michael W. Mulholland, Jeffrey L. Myers, Pearson F T Press, 1st Edition-2012
8. Essentials For Hospital Support Services And Physical Infrastructure by Madhuri Sharma Jaypee publishers 2010



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: HHM 505B: Total Quality Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

The purpose of this course is to learn the basic terms of quality and TQM. The course provides an overview of Total Quality Management in Healthcare care Industry, and an understanding of the various Quality Standards

Course Objectives:

- To introduce with the TQM Concepts
- To provide knowledge related to philosophy of TQM
- To understand the importance of quality in hospital management
- To understand the ISO 9000 Standards

Course Outcomes:

Define Quality management and identify the aspects and principles of TQM

Understand the contribution of Quality Gurus in TQM journey

Evaluate Internal and External Component of TQM

Apply Quality Management tools for improving Quality of services in Healthcare organizations

Understand the concept of ISO 9000 Quality Standards

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Unit – I Quality Concept and Total Quality Management

(08)

1) Quality:

- a) Significance, Meaning, Concept, Quality terminology, Dimensions of Quality.
- b) Quality Planning, Quality Cost: Analysis techniques for Quality Cost.

2) Total Quality Management:

- a. Concept, Elements, Aspects, Focus, components and process.
- b. Historical Review, Principles of TQM, Leadership
- c. Need for TQM
- d. Barriers to TQM Implementation

Unit: II Philosophy of TQM: (08)

- 2.1 Gurus of TQM: Quality Management Philosophy of Deming and Juran.
- 2.2 Deming 14 points of Quality management
- 2.3 Ten steps of Quality Management of Juran.
- 2.4 Crosby's " Absolutes of Quality" and his 14 steps of Quality Management
- 2.5 Taguchi's philosophy of Quality Engineering.

Unit: III Component of TQM: (08)

- 3.1 Internal Component
 - a) Leadership
 - b) Quality Policy and Statement
 - c) Organizational Structure
 - d) Role of HR in TQM
- 3.2 External Component
 - a) Customer Satisfaction
 - b) Impact on/of- Suppliers, Investors and Society
 - c) Contextual application of TQM

Unit –IV TQM Tools & Techniques (08)

- 3.3 Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking
- 3.4 Quality Function Deployment (QFD): House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total
- 3.5 Productive Maintenance (TPM) – Concept and need

Unit –V Quality Audit & Evaluation of Health Care Services (08)

- 5.1 Quality System Assessments: Quality Auditing, Purpose, types, Techniques
- 5.2 Quality Control: Quality Circles, Steps, Review, Measurements, Quality Delivery Process.
- 5.3 Evaluation of Hospital Performance: Purpose, organizations, prerequisites, method, Parameters, Evaluation, Standardization

Unit –VI Quality System (08)

- 6.1 Need for ISO 9000 and other Quality Systems
- 6.2 ISO 9000: 2000 Quality System
- 6.3 The ISO9000 ANSI/ASQC Q- 90. Series Standards,
- 6.4 Elements, Documentation and implementation of Quality system.
- 6.5 ISO 14000: Concept, Requirement and Benefits.

REFERENCE BOOKS:

- 1. Total Quality Management, 5th Edition, by Besterfield Dale H, Besterfield Carol, Besterfield Glen H., Besterfield Mary, Urdhwareshe Hemant – Pearson Publication – ISBN-13: 978-9353066314
- 2. S.K.Joshi, 2009. Quality Management in Hospitals. Jaypee Brother Medical Publishers (P) Ltd, Delhi.
- 3. Total Quality Management – Principles and Practice –First Edition– By S. k. Mandal– S Chand ISBN-13 978-8125916635

4. Managing for Quality and Performance Excellence, 9th edition by James R.Evans and William M Lindsay, Publisher Cengage Learning.
5. Quality Management 16th Edition by Kanishka Bedi–Oxford University Press.
6. Total Engineering Quality Management by Sunil Sharma, Macmillan – ISBN-13: 978-1403910905



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: HHM 506: Research Methods and Health care Analytics

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

It provides the theoretical and practical preparation for business research. The Credits covers the necessary skills and requirements for a literature review, qualitative and quantitative methods, and a research proposal in addition to the pragmatics of ethics and project management

Course Objectives:

- To develop a sound conceptual framework for understanding research in management.
- To get in-depth knowledge in research design and methodologies.
- To be able to formulate research questions and identify knowledge gaps.
- To test hypothesis using IBM SPSS Package.

Course Outcomes:

Understand the basics of Research methodology.

Formulate research problem and identify the factors of research design.

Collect and interpret Qualitative and quantitative data.

Apply SPSS for hypothesis testing

Report and present research findings

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Unit – I Introduction to Research

(08)

- 1.1 Meaning, Scope and Significance, Type of Research Studies, Research process
- 1.2 Characteristics of good research, Importance of Research in Management Decisions
- 1.3 Research Method V/s Research Methodology
- 1.4 Defining Research Problems, Sources of research problem
- 1.5 Research Ethics.

Unit: II Research Design & Sampling Design: (08)

- 2.1 Research Design: Meaning, Types & Feature of Research Design, Factors Affecting Research Design.
- 2.2 Sampling Design: Sample, Sampling, Steps, Criterion of selecting sampling procedure,
- 2.3 Sampling Methods: Probability Sampling, Non-probability Sampling.

Unit: III Measurement & Scaling techniques: (08)

- 3.1 Definition attitude, Measurement Scales: Nominal, Ordinal, Interval, Ratio
- 3.2 Tests of Sound Measurement: Validity, Reliability, Practicality
- 3.3 Scaling Techniques: Rating Scales, Ranking Scales.

Unit –IV Data Collection (08)

- 6.6 Types & Sources of Data: Primary & Secondary
- 6.7 Methods of Primary Data Collection: Observation, Interview, Questionnaire, Schedule, Schedule vs Questionnaire, Wording Questions, guidelines for constructing questions.

Unit –V Introduction to SPSS (08)

- 5.1 Introduction to SPSS package, creating data files
- 5.2 Multiple Response sets, Recoding, visual binning etc.
- 5.3 Frequencies, Descriptive statistics, Chi square analysis & Cross Tabulation
- 5.4 One sample t- test, Independent sample t-test, Linear Correlation & Regression
- 5.5 One Way Analysis of Variance (ANOVA)

Unit –VI Interpretation & Report Writing (08)

- 6.1 Interpretation: Meaning, Techniques
- 6.2 Effective use of graphic aid: Tables, charts, pie charts, line graphs, bar charts
- 6.3 Research Outline/proposal
- 6.4 Research report writing

REFERENCE BOOKS:

1. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education.
2. Research Methodology- PrashantSarangi –Taxmann Publications
3. Research Methodology – Concepts & Cases – Chawala&Sodhi – Vikas Publishing House
4. Research Methodology: a step-by-step guide for beginners - Ranjit Kumar - Sage
5. Research Methodology (Methods & Techniques) – C.R.Kothari – New age
6. Data Analysis with SPSS by Carver, Nash – BROOKS/COLE Cengage Learning
7. SPSS for Windows Step by Step – George &Mallery – Pearson

SEM II



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: II

Paper: HHM 511: Basics of Accounting & Financial Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

The Credits provides an overview of Basic Accounting and Financial Management. It enables students to learn the process of preparation of Final Accounts and Cost Sheet which is immensely important to map the position of the firm and take day to day financial decisions. The Credits provides an overview of Financial Management and stretches understanding of Finance as a decision-making science.

Course Objectives:

- To provide basic knowledge Basic Accounting and Financial Management.
- To study accounting concepts, conventions & standard.
- To study fundamental concepts of Financial Management.
- To gain basic knowledge about Finance for planning & control.

Course Outcomes:

1. **Describe** the basic concepts related to Accounting, Financial Statements and Cost Accounting. (Remember)
2. **Explain** in detail, all the theoretical concepts taught through the syllabus. (Understand)
3. **Perform** all the necessary calculations through the relevant numerical problems. (Apply)
4. **Analyse** the situation and decide the key financial as well as non-financial elements involved in the situation. (Analyse)
5. **Evaluate** the financial impact of the decision on the organisation. (Evaluate)

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Unit – I Accounting Process

(08)

- 1.1 Accounting Concepts & Conventions
- 1.2 Double Entry System of Accounting, Types of Accounts
- 1.3 Journal & Ledger Posting
- 1.4 Preparation of Trial Balance

1.5 Preparation of Final Accounts–Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only-Capital and Revenue Expenditure and Receipts.

1.6 Elementary Study of Accounting Standards: As-1, As-2, AS-4, AS-5, AS-6, AS-9, AS-10

Unit –II Cost Accounting (08)

2.1 Basic Concepts of Cost Accounting

2.2 Objectives, Importance and Advantages of Cost Accounting

2.3 Cost Centre, Cost Unit, Types of Cost, Elements of Cost, Classification of Costs

2.4 Preparation of Cost Sheet

Unit –III Financial Management (08)

1.1 Meaning, Nature, Scope and Objectives

1.2 Sources of finance

1.3 Functional areas of finance

1.4 Financial Forecasting

1.5 Few Concepts of finance:

1.6 Time value of Money, Concept of risk & return

1.7 Interest Rates: Nominal Interest Rate, Real Interest Rate

1.8 Measuring shareholders Value Creation: Economic value Added

Unit –IV Analysis and Interpretation of Financial Statement (08)

4.1 Techniques of financial Statement Analysis: Comparative Financial Statements, Common Size Statement, Trend Analysis, Ratio Analysis

4.2 Ratio Analysis: Liquidity Ratios, Activity Ratios, Profitability Ratios, Solvency Ratios

4.3 Limitations of Ratio Analysis

Unit –V Funds flow & Cash Flow Analysis (08)

5.1 Concept of Funds, Funds from Operations,

5.2 Statement of changes in working capital, Funds Flow Statement

5.3 Preparation of Cash flow statement (Refer AS-3)

Unit –VI Management of Working Capital (08)

6.1 Concepts: Gross and Net, Permanent & Temporary, Operating Cycle

6.2 Disadvantages of insufficient Working Capital

6.3 Financing of Working Capital, Maximum Permissible Bank finance

6.4 Factors Determining Working Capital Requirement

6.5 Estimation of Working Capital Requirement

Note: Distribution of Questions between Problems and Theory of this Paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCE BOOKS:

1. Management accounting – Paresh Shah – Oxford University Press
2. Financial Accounting for Management by Ramachandran & Kakani – McGraw Hill
3. Fundamentals of Accounting, Dr. P C Tulsian, S. Chand Publications

4. Fundamentals of Financial Accounting – Ashok Sehgal – Taxmann
5. Financial Management: Dr. R P Rustagi, Taxmann Publications
6. Financial Management by Shrivastava & Mishra- Oxford University Press
7. Financial Management: Ravi Kishore, Taxmann Publications
8. Management Accounting: I. M. Pandey, Vikas Publication
9. Principles of Management Accounting: Manmohan& S. N. Goyal
10. Accounting for Managers: ThukaramRao , new age
11. Management Accounting: Prasanna Chandra, Prentice Hall
12. Cost & Management Accounting: Ravi Kishore, Taxmann Publications



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: II

Paper: HHM 512 Patient Care Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

A patient care management Credits typically focuses on teaching students how to provide comprehensive care to patients in various healthcare settings.

Course Objectives:

- To understand the importance of patient care management
- To be acquainted with the disaster and safety & Security Management in Hospitals
- To Identify and put into practice safety and emergency measures.
- To perform within the bounds of the practice's ethical and legal guidelines.
- To Show professionalism in both your look and work ethic.

Course Outcomes:

Define -Understand the framework in which healthcare services are produced, coordinated, consumed, and reimbursed

Explain –Describe the various types of managed care organizations and compare governance, executive roles, marketing procedures, and value.

Discuss- Identify, analyze, and compare theories and practices of ethics and professionalism in the healthcare setting

Apply-Understand how to apply state and federal healthcare policies

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Unit –I Introduction

(04)

Patient Rights – Patient Behaviour – Models of Patient Behaviour –Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Family Decision Making

Unit –II Policies and Procedure

(12)

Policies and Procedures of the Hospitals for patients and personnel: Service Buying Behaviour – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria, Audit of Patient Behaviour

Unit – III Patient Care (06)

Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, Medicare standards

Unit – IV Hospital Administration (08)

Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night duty Executive; Public and guest relation: importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants' management

Unit – V Patient Classification (08)

Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems

Unit – VI Quality in Patient Care Management (10)

Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

REFERENCE BOOKS:

1. Srinivasan,A.V.(ed), Managing a Modern Hospitals, Response Books,NewDelhi,2000
Wiley Blackwell, Improving Patient care BMJI Books
2. Goel S L & Kumar R. HOSPITAL CORE SERVICES: HOSPITAL
3. ADMINISTRATION OF THE 21ST CENTURY 2004 ed., Deep Publications Pvt Ltd: New Delhi
4. Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise1998 ed., Jaypee, New Delhi
5. Arun Kumar, (ed) Encyclopedia of Hospital Administration and development, Anmol Publications, New Delhi, 2000. Srinivasan A.V.(ed) Managing a Modern Hospitals, Response Books, New Delhi, 2000
6. Syed Amin Tabish, Hospital and Health services Administration Principles and Practice, Oxford Publishers, New Delhi, 2001.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: II

Paper: HHM 513 HRM in Healthcare

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

Human Resource Management links people-related activities to business strategy. The Credits develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques and issues. This Credits introduces the various functions of human resource management. The Credits facilitates an insight into the effective management of employees that will guide the budding managers through the principles and practices of HRM and the core models of best practices

Course Objectives:

- To understand the basic concepts, functions and processes of human resource Management in Healthcare Sector.
- To Design and formulate various HRM processes
- To develop ways of facilitating internal changes necessary to accomplish business strategies.
- To create strong foundation for further studies in the field of HRM
- To get acquainted with the current practices of HRM

Course Outcomes:

Describe HRM, its functions and practices

Explain Human Resource Procurement process.

Prepare for Career Development and Succession Planning.

Administer performance Appraisal system and interpret employee training, and executive Development programs

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

- 1.1 Meaning and Definition of Human Resource Management.
- 1.2 Personnel Management v/s Human Resource Management.
- 1.3 Aims & Objectives of Human Resource Management in Healthcare Sector.
- 1.4 Importance & Scope Human Resource Management.
- 1.5 Strategic Human Resource Management.
- 1.6 Role of H.R. Manager and HRM in Indian Healthcare Context.

Unit –II Recruitment and selection in Healthcare sector (12)

- 2.1 Meaning, introduction, objectives of recruitment.
- 2.2 Internal and external sources of recruitment with merits and demerits.
- 2.3 Factors affecting recruitment in Healthcare Sector.
- 2.4 Process of Recruitment and Selection.
- 2.5 Techniques of recruitment, traditional and modern techniques.
- 2.6 Interviews: Types of interviews, limitations of interview

Unit –III Career & Succession Planning (06)

- 3.1 Career Planning: Meaning, Need, features, objective of career Planning, Process of career Planning, Career Guidance
- 3.2 Career Development: Roles in career Development, Career Development Initiatives
- 3.3 Succession Planning: Meaning, Process & Benefits of Succession Planning

Unit –IV Placement, Training and development (10)

- 4.1 Placement: Meaning and process.
- 4.2 Importance of Placement.
- 4.3 Concept and Meaning of training and development.
- 4.4 Need and importance of training and development.
- 4.5 Process of training and development.
- 4.6 Development Programmes

Unit – V Performance Appraisal (06)

- 5.1 Introduction, meaning, need for performance appraisal.
- 5.2 Introduction to the Methods of performance appraisal.
- 5.3 Components and types of performance appraisal.
- 5.4 Process of performance appraisal.
- 5.5 Limitations of performance appraisal.
- 5.6 Making performance appraisal effective

Unit – VI Financial Economics (08)

- 1.7 Concept of VUCA, Human Resource Information System, Moonlighting by employees,
- 1.8 Work Life Balance, Employee Engagement, Employer branding, Attrition & Retention,
- 1.9 Emotional Intelligence, Flexi-time & Flexi-work, Counseling, coaching & mentoring,
- 1.10 Opportunities through Medical Tourism & Health Tourism

REFERENCE BOOKS:

1. Human Resource Management By Dr. Shikha Kapoor - Taxmann
2. Human Resource Management By Dr K. Ashwathappa – Tata McGraw Hill

3. Essentials of Human Resource Management By P. Subba Rao – Himalaya Publishing House
4. Human Resource Management: A south Asian Perspective – Mathis, Jackson, Tripathi – Cengage
5. Human Resource Management, Text & Cases By Dr. V.S.P Rao - Excel Books
6. Human Resource Management by Wayne Mondy – Pearson
7. Human Resource Management by Haladkar & Sarkar – Oxford University Press



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: II

Paper: HHM 514 Medical Terminology, Clinical Diagnostics & TS

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

Medical terminology and vocabulary used by a variety of professionals in the healthcare field utilizing online components. The focus of this Credits is on medical and clinical terminology broadly relating to human anatomy and physiology and the basic body systems with added emphasis placed on those terms pertaining to diagnosis and pathophysiology. The bases of medical terms will be examined – such as prefixes, suffixes, roots, combined forms. Pertinent acronyms and abbreviations will also be included.

Course Objectives:

- To understand the function and importance of different system of human body.
- To familiarize with the medical terminology used in the hospital sector
- To define the terms root, suffix, and prefix and to explain what combining forms are and why they are used and to name the languages from which most medical word parts are derived
- To understand the meaning of health and illness and the classification of various diseases.
- To understand the infectious control and disinfection system routinely practiced in the hospital sector

Course Outcomes:

1. Students will be able to acquire thorough knowledge of human anatomy and physiology
2. Students will be able to explain the purpose of medical terminology and familiarize the medical terms for various diseases and medical specialist.
3. Students will be able to understand the meaning for different root, suffix and prefix used in the health/medical sector.
4. Students diseases will imbibe knowledge of classification of various diseases.
5. Students will be able to understand and use the hospital associated infectious surveillance system.
6. Student will also understand and educate others about the important infection & its control mechanism

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10

External Exam	60%	50
Total Marks		100

Unit – I Introduction to medical terminology (08)

i. Word formation & syntax a) Greek alphabet b) Greek & Latin prepositional & adverbial prefixes c) Singular & plural endings ii. Commonly used prefixes in medical terminology iii. Commonly used suffixes in medical terminology iv. Commonly used root words in medical terminology v. Common Latin term used in prescription writing vi. Study of standard abbreviations vii. Commonly used medical terms to define different parts of the body.

Unit –II International Classification of Diseases (08)

International Classification of Diseases (ICD), Electronic Medical Record (EMR), Records Management: Registers, forms, retention and preservation of MR, Role of MRD personnel

Unit –III Specialty: (08)

Pathology terms of common use; Diagnostic and therapeutic terms; Paediatric services; ENT; Ophthalmology; Orthopedics; Dermatology: Cardiology, Principles and methods of organizing, clinical and support services for hospitals; Role of support services in hospital functioning

Unit –IV Infection Control: (08)

Nosocomial infection-asepsis--Reservoir, carrier and mode of transmission of Communicable diseases -Infection control measures-Disinfection -Sterilization and aseptic technique-Infection control committee-purpose, composition and duties

Unit –V Policies in Clinical Services; (08)

National Health Policy-National Health Programmes-Tuberculosis's control Programme, Dots Programme for control of Blindness- Family welfare programme- AIDS control programme, role & functions of National AIDS Control Organisation (NACO)

Unit –VI Management and Organization of Therapeutics Services (08)

Organization and Administration of various Therapeutics services - Outpatient Services - In- patient Services Emergency Services - Operation Theatre - ICUs - Super Specialty Services including their utilization study - Nursing Care & Ward Management (general and specialized Delivery suite and maternity ward)-Neonatal Intensive Care Unit- Day Care Unit. Medical and allied services: Medical services, pediatric services, psychiatric services, gastroenterology services, endocrinology services geriatric services cardiology center, nephrology and dialysis

REFERENCE BOOKS:

1. Paramedics-Six in One, Jaypee Brothers Roger Watson Anatomy and Physiology for Nurses 3. Stedman"s Medical Dictionary
2. Francis, C.M., and Mario C. De Souza. Hospital Administration. 3rd edition, New Delhi: Jaypee Brothers

3. Tabish, S. A. (2001). Hospital and health services administration: Principles and practice. New Delhi: Oxford University Press
4. Rowland HS, Rowland BL: Hospital Administration Handbook, Aspen System Corporation: Rockville, 1984.
5. BM Sakharkar, Principles of Hospital Administration and Planning –Jaypee brothers publications
6. Medical records manual: A guide for Developing countries WHO regional office, stylus publication



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: HHM 515A: Corporate Communication Skills

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

The course provides an overview of different types of communication skills essential for budding managers and the emerging trends in modern communication

Course Objectives:

- To sharpen the Analytical, Written, non-verbal, Spoken Communication and interpersonal Skills of Management students.
- To Nurture students to demonstrate good teamwork and negotiation skills.

Course Outcomes:

Define Communication skills, describe the types of communication and barriers of communication (Remember)

Explain Communication process and essentials of soft skill (Understand)

Demonstrate the conceptual understanding of formal and informal writings, preparing reports, business letters, memorandum, notices, agenda, minutes of the meeting etc. into everyday practice. (Apply)

Illustrate the difference between the media of digital communication and conventional communication (Analyse)

Assess the result of social media communication channels (Evaluate)

Describe new trends in digital communication (Understand)

Demonstrate the ability to communicate effectively both orally and in writing (Apply)

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

Unit – I Introduction to Communication

(08)

1.1 Definition and Processes

1.2 Forms of Communication (verbal, nonverbal, paralanguage, iconic, semiotic etc.)

1.3 Levels of Communication (interpersonal, intrapersonal, group, public, mass com)

Communication as Subversion (silence, satire, subterfuge)

Unit: II Types of Communication: (08)

- 2.1 Verbal-Non-Verbal Communication – Body language, its elements and importance, paralanguage and its importance
- 2.2 Written-Oral Communication
- 2.3 Internal-External Communication
- 2.4 Vertical-Horizontal Communication
- 2.5 Formal-Informal Communication

Unit: III Communication Skills: (08)

- 3.1 Reading-Need, Importance, Techniques
- 3.2 Writing-Purpose, Styles
- 3.3 Speaking-Importance, Techniques
- 3.4 Listening-Types, Importance, Problems
- 3.5 Interpersonal- Importance, developing skill
- 3.6 Cross-cultural-Need and importance.

Unit –IV Corporate Communication - Oral (08)

- 4.1 Telephone-Utility and problems
- 4.2 Face-to-face-Need, improving effectiveness
- 4.3 Meetings- Types, Agenda, Minutes, Role of participants
- 4.4 Interview- Types, Conducting effective job interviews, Preparing for interview

Unit –V Corporate Communication – Written (08)

- 5.1 Preparing Agenda and Minutes for Meetings
- 5.2 Writing Notices and Memos
- 5.3 Drafting an E-mail, Press Release
- 5.4 Letter Writing-Positive and negative messages, Job related letters
- 5.5 Report Writing- Types, data collection and writing of reports

Unit –VI Emerging Digital channels for communication (08)

- 6.1 Web- Web sites including social media and video sharing sites.
- 6.2 Search- Search engine results.
- 6.3 Communication. Communication tools such as email or messaging apps.
- 6.4 Apps. Mobile apps including apps launched by brands or ecommerce sites to drive sales.
- 6.5 Online Events
- 6.6 Digital Media

Note for Practical: Practice sessions for development of skills shall be regularly conducted. Continuous assessment based on participation and performance should be evaluated for 20 marks in internal assessment

REFERENCE BOOKS:

- 1. Essentials of Management - Koontz & Weihrich– McGraw Hill
- 2. Principles of Management – Bhat & Kumar – Oxford University Press

3. Management Principles & Application - Griffin, Ricky W. : (Cengage Learning/Thomson Press)
4. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson Global Business Management – Adhikari - Macmillan
5. Indian Ethos - Nandagopal Tata McGraw Hill
6. Global Management Solutions: Demystified by Seth- Cengage Learning
7. Principles of Management – Neeru Vashisth - Taxmann
8. Management - Robbins & Coulter – (Prentice Hall Of India,8th Edition)
9. Management : A Global And Entrepreneurial Perspective - Weihrich Heinz And Koontz Harold (McGraw Hill 12th Edition 2008)
10. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
11. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House.



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: II

Paper: HHM 515B: SWAYAM or NPTEL or MOOC Courses

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



SWAYAM OR NPTEL OR MOOC Courses :

Students can complete Online course of total 4 credits through online platform of SWAYAM/NPTEL/MOOCs or equivalent for sector skill as per stated in the AICTE regulation (2016) or equivalent.

Any course with credits as per available list and schedule can be opted by student in the form of SWAYAM/NPTEL/MOOCs or equivalent, provided the student secures the certificate after completion of examination through same course link .courses from other course providers, from other platforms shall not be considered valid unless recommended by BOS .

The students should submit a valid course completion certificate with credit before external exams and by the end of II semester, which will be added to the second semester marks statement

If 4 credit courses are not available then student may opt for 2 credit two courses.

At least 80% contents of the NPTEL/SWAYAM/MOOC or equivalent as per NSQR framework, skill council of India course should match with syllabus contents of the subject prescribed by the university.

Source:

Swayam link: https://swayam.gov.in/nc_details/NPTEL



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: II

Paper: HHM 517: Field Project

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours



Course Description

The Field project provides MBA students with an opportunity to apply theoretical knowledge and analytical skills to solve real business problems. Students will work in teams on Field project endorsed by organizations, offering solutions and recommendations based on rigorous research and analysis

Course Objectives:

- Get the familiarity of the organization culture.
- Learn how the theoretical concepts are implemented in real life business situations.
- Get the practical exposure of business environment and working of an organization

Course Outcomes:

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	Apply MBA concepts and frameworks to real-world business challenges.	3
2	Create and execute a research plan.	5

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	20
Presentation (assign topics & posters) & Classroom writing Skill	10%	10
Quizzes & Allied Assignment	10%	10
Internal Test	10%	10
External Exam	60%	50
Total Marks		100

General guidelines for preparation of Field Project

It is mandatory for student to undertake a minimum 30 days of Field project with a National or International Healthcare Organizations / NGO/ Charitable Health Organization/ Private Hospitals/ Healthcare industries.

A project report has to be brief in content and must include the following aspects:

- The project topic may be undertaken in any area of Healthcare industries as listed below.
- Each of the student has to undertake a Project individually under the supervision of a teacher-guide.

The student shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.

Selection of an Organization for Field project

The student should undertake a Field project that related to healthcare sectors with inclusive of any of health allied management factor with a view to suggest sound outcome. It is recommended that the student selects an organization that is anticipated to emerge as significant in the future.

Students should select a Healthcare organization which will be related Health, medical, pharma or allied field such as:

- National & Multinational healthcare companies,
- National & Multinational healthcare institutions,
- Health Insurance companies
- Multinational corporate hospitals
- Super specialty hospitals
- Trust operated/ charitable hospitals
- Private hospitals
- Any others organizations related to healthcare field

List of field project ideas for MBA students

Some of the sample project topics for students are given below:

- ✓ Future of Healthcare in India
- ✓ A study post pandemic healthcare provisions in India
- ✓ The effect of Covid on immunity of Health sector
- ✓ A study on comparative analysis of Health Insurance companies
- ✓ Patient satisfaction and expectations from hospital
- ✓ A study on Hospital inventory and store management
- ✓ Hospital Waste Management
- ✓ Recent trend and applications about disposal of biomedical waste Any other related topics of the syllabus

These Field project topics offer MBA students a diverse range of opportunities to gain practical experience, develop industry-specific skills, and build professional net projects in their chosen field of interest within commerce stream

The Field Project Report shall consist of the following

(Report format can be altered depending on the topic and scope of the study)

- Title page should cover the following:
- Name of the intern (student)
- Name of the internal guide and external guide/mentor
- Name of the college/university department
- Organization where Field project is conducted
- Duration in which Field project was completed
- The main report should consist of:
 - ✓ Profile of the organization
 - ✓ Details of project done during the Field project
 - ✓ Key learning/takeaways/ skills acquired during the Field project
 - ✓ Responsibilities handled during the Field project
 - ✓ Problems faced during the Field project
 - ✓ Any significant contribution/solution provided to the organization during the Fieldproject
 - ✓ Conclusion
 - ✓ Attendance sheet (day-wise) signed by Teacher Guide/industry/organization guide(if any)

The Field Project Report shall be evaluated in two stages viz.

Evaluation of Field Project Report 40 Marks

- ☐ Introduction and other areas covered 10 Marks
- ☐ Research Methodology, Presentation, Analysis and interpretation of data 20 Marks
- ☐ Conclusion & Recommendations 10 Marks

Conduct of Viva-voce 60 Marks

- ☐ In the course of Viva-voce, the questions may be asked on importance / relevance of the study, objective of the study, methodology adopted/ Key learning/takeaways/ skills acquired: 20 Marks
- ☐ Assess the students ability to explain the study outcome/ Contribution/solution providedto the organization during the Field project: 20 Marks
 - ✓ Overall Impression (including Communication Skill): 20 Marks

Passing Standard

- ❖ In case of failing in the Field project, the same **Field Project Report** can be revised for ATKT
 - ✓ Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the College/institute such student shall appear for the viva voce only along with students of the next batch