



MBA

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

FACULTY OF COMMERCE & MANAGEMENT

**Structure, Equivalence and Syllabus
of
Master in Business Administration
HEALTHCARE AND HOSPITAL MANAGEMENT
(MBA) HHM –II
As per NEP 2020
(Semester 60-40 pattern)
w.e.f AY 2025-26**

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-617 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. 2025-26

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 2025-26.

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 courses. 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 courses.
- 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 IIInd 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 candidates 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 report 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

SEMESTER-

III



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: III

Paper: MBA HM601: Management Information System for Hospital

30 + 20 Pattern: External Marks 30 + Internal Marks 20 = Maximum Total Marks: 50

Required Lectures: 24 hours



Course Description

This course will expose students to developments in computer technology and will help to understand the various indicators of health and health information system and health management information system in hospitals.

Course Objectives:

1. To understand the role of IT in hospital management
2. To gain basic knowledge about Project Life Cycle
3. To provide models of HIS and help the student develop a subsystem for healthcare management.
4. Provide MIS (Management information system) report on demand to management for better decision making.
5. To study concepts of Approaches and Application to HIS in hospital

Course Outcomes:

After successful completion of the course, students will be able to:

1. Demonstrate and understanding of information system. **(Understand)**
2. Describe the basic concepts related to Basic Concept, need, components Of Hospital Information System. **(Knowledge)**
3. Ability to apply the skills of designing project life cycle. **(Apply)**
4. Explore the skills to plan the approaches to HIS. **(Evaluate)**
5. Analysing the need and importance of decision support system. **(Analyze)**
6. Explore and identify the various information technologies in hospitals. **(Evaluate)**

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	05
Presentation (assign topics & posters) & Classroom writing Skill	10%	05
Internal Test	20%	20
External Exam	60%	30
Total Marks	100%	50

Unit I

Management Information System (MIS) In Health

(06)

- 1.1 MIS for Health: Structure of MIS for health in India,
- 1.2 Function of Health Management Information System (HMIS)
- 1.3 Steps in Developing a HMIS, Hospital Strategic Information System Planning And Formulation Process

- 1.4 Role of MIS in Hospital Management
- 1.5 Major Issues and Challenges with Current HMIS
- 1.6 Project Life Cycle

Unit II

Approaches to HIS

(08)

- 2.1 Approaches to HIS Patient based, functional organization based, user department based, and clinician based HIS
- 2.2 Medical records
- 2.3 Nursing information system, appointments scheduling, dissemination of tests and diagnostic information, general administration, productivity.
- 2.4 Concept of DSS and ESS.

UNIT III

Application of HIS in Hospitals

(08)

- 3.1 Back office & Front Office-IPD & OPD-Patient Registration, Appointment Scheduling, Admission Discharge Transfer (ADT)-
- 3.2 Wards Management Module, Computerized Physician Order Entry (CPOE), Nursing Workbench-Clinic Specialties-Roster Management-
- 3.3 Laboratory Information System,
- 3.4 Radiology Information System-CSSD, Pharmacy, Blood Bank, Operation Theatre, Dietary, Pharmacy-Medical Records-Patient Billing, Insurance, and Contract Management.

UNIT IV

Decision Support Systems

(08)

- 4.1 Information, Decisions, and Management, Information Quality, Decision structure
- 4.2 Concepts, DSS software, DSS Components, Components of the Decision Support Systems
- 4.3 Typical Components of Decision support systems,
- 4.4 Using Decision support systems
- 4.5 Data mining for Decision Support

REFERENCE BOOKS:

1. Davis, G.B. and M.H. Olson, Management Information Systems-Conceptual Foundations, Structure and Development, TMH, 1998
2. Mudford, Eric, Effective systems design and requirements analysis, Mc GrawHill, 1995
3. V. Srinivasan, Managing a Modern Hospital, Chapters 10 and II, Response Books, New Delhi, 2006
4. Hospital Information Systems by S.A Kelkar, PHI
4. Management Information System by Ashok Arora & Akshaya Bhatia, Excel Book.
5. Management Information System (MIS) in Hospitals: A computer-based approach for quality in hospital services and administration, by Anil Kumar Saini
6. Mcleod R & Schell G (2009), Management Information Systems; Pearson Prentice Hall



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: III

Paper: HHM 602 Medical Audit and Records



30 + 20 Pattern: External Marks 30 + Internal Marks 20 = Maximum Total Marks: 50

Required Lectures: 24 hours

Course Description

This course provides an understanding of medical audits and record-keeping practices in healthcare. It explores the principles, methods, and types of medical audits, emphasizing their critical role in enhancing the quality, safety, and effectiveness of patient care. Students will gain insight into the legal, ethical, and professional standards governing medical documentation, including confidentiality and data protection.

Course Objectives:

1. Learn the history and characteristics of quality medical records.
2. Know the different filing methods, storage and retention.
3. Organize and Manage the Medical records department
4. Identify and Conduct Various Types of Medical Audits.
5. Comprehend the Importance of Medical Record-Keeping.

Course Outcomes:

CO1: Understand the principles and methods of medical audit and record-keeping, including the role of audits in ensuring the quality and safety of patient care. **(Understand)**

CO2: Appreciate the importance of accurate and complete documentation of patient medical records, including legal and ethical considerations, confidentiality, and data protection. **(Evaluate)**

CO3: Recognize and differentiate between the various types of medical audits and understand how they are conducted. **(Analyze)**

CO4: Develop skills in data collection, analysis, and interpretation, using statistical methods and tools for data visualization. **(Apply)**

CO5: Identify areas of clinical practice or healthcare systems needing improvement and develop strategies for implementing changes to enhance patient care. **(Create)**

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	10%	05
Presentation (assign topics & posters) & Classroom writing Skill	10%	05
Internal Test	20%	20
External Exam	60%	30
Total Marks	100%	50

Unit I

Introduction to Medical Audits

(05)

1. Definition and purpose
2. Historical background and evolution
3. Role of medical records
4. Relevance of Medical Audit in modern healthcare

Unit II

(05)

Types and Methods of Medical Audits

1. Types of medical audits
2. Appraisal methods
3. Medical Audit & Digitalization
4. Medical Audits & quality assurance

Unit III

Quality Medical Records

(08)

1. Characteristics of good medical records
2. Value to users
3. Required entry characteristics
4. Types of medical records: source-oriented, problem-oriented, integrated
5. Medical record forms and content
6. Analysis of medical records

Unit IV

Filing, Storage, and Retention of Medical Records

(06)

1. Importance in healthcare
2. Legal and regulatory requirements
3. Numbering and filing systems
4. Storage methods
5. Record movement control and tracking
6. Disposal and destruction

REFERENCE BOOKS:

1. "Epidemiology: Beyond the Basics" by Moyses Szklo and F. Javier Nieto
2. "Principles of Medical Statistics" by Alvan R. Feinstein
3. "Clinical Audit in Practice" by Robin Burgess and John Moorhead
4. "Medical Records and the Law" by William H. Roach Jr., Robert G. Hoban, and Bernadette M. Broccolo
5. "Health Information Management: Concepts, Principles, and Practice" by Kathleen M. LaTour, Shirley Eichenwald Maki, and Pamela M. McGinnis
6. "Quality Management in Health Care: Principles and Methods" by Donald Lighter and Douglas C. Fair
7. "Textbook of Medical Administration and Leadership" by Erwin Loh and Paul W. Long
8. "Essentials of Health Information Management: Principles and Practices" by Mary Jo Bowie and Michelle A. Green



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: III

Paper: MBA HM603: Pharmaceutical Management in HealthCare

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

Required Lectures: 48 hours



Course Description

The course aims at an understanding of pharma product and brand management skills and techniques that are commonly applied in Health Care. The course has been designed to provide an effective training on concepts as well as practical knowledge related to pharma products and brands and to help learners nurture their idea by taking them through the entire product lifecycle.

Course Objectives:

- To learn about the channel of pharmaceutical marketing, effects of promotional strategies, and physician's prescriptions.
- To Describe the historical development and purpose of pharmacy laws and regulations.
- To prepare the candidate to acquire sufficient knowledge in pharmaceutical management principles so that he/ she can handle product management.
- To Understand the structure and dynamics of the global and national pharmaceutical markets.

Course Outcomes:

After successful completion of the course, students will be able to:

- Gain knowledge in Product Management of Pharmaceutical Products & Marketing Management and Sales Management
- Pharmacology provides a core of fundamental information and the general principles underlying the use of pharmacological agents in the practice of medicine.
- Understand the process of strategic control and evaluation, concepts like forecasting and decision strategy in pharmaceutical industry
- Explain and apply key federal and state pharmacy laws.

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

UNIT – I

Introduction of Pharma in Healthcare Sector:

(08)

Defines pharmaceutical management, the key functions of pharmaceutical management, and the various processes that make up a pharmaceutical management system. Provides guidelines on preparing a profile of the pharmaceutical management system in the country of interest. pharmaceutical management indicators.

UNIT – II

Pharmaceutical Production Planning and Control (PPC)

(08)

Introduction of Production Planning, Production Control, Various Stages of Production, Planning and Control, Productivity, Types of Production Systems, Production Department – Personnel, Procedure for Planning the Production, stages of production planning and control, function of PPC.

UNIT – III

Pharmaceutical Market

(10)

Quantitative and qualitative aspects; size and composition of the market; demographic descriptions and socio-psychological characteristics of the consumer; market segmentation & targeting. Consumer profile; Motivation and prescribing habits of the physician; patients' choice of physician and retail pharmacist. Analyzing the Market; Role of market research, Product management in health care industry.

UNIT – IV

Drug Development in Healthcare Sector

(08)

Introduction of drug development, drug development improves healthcare, Economics of new drug development need, Stages in Drug Development process, Drug Development Challenges, drug Discovery and Development, The Role of Drug Discovery Services in Healthcare, Benefits of Big Data in Drug Development.

UNIT – V

Pharmacy Law

(06)

Importance of pharmaceutical law, pharmaceutical legislations, Drugs and Pharmaceutical Industry, Drugs, and Cosmetics Act 194 and rules 1945 and its amendments, Pharmacy Act 1948, drugs price control order, drug and magic Remedies (Objectionable Advertisements) Act, 1954, National Health Policy.

UNIT - VI

Pharmaceutical marketing channels

(08)

Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management. Professional sales representative (PSR): Duties of PSR, the purpose of detailing, selection and training, supervising, norms for customer calls, motivating, evaluating, compensation and prospects of the PSR.

REFERENCE BOOKS:

- K.D.Tripathi. Essentials of Medical Pharmacology, JAYPEE Brothers Medical Publishers (P) Ltd, New Delhi.
- Sharma H. L., Sharma K. K., Principles of Pharmacology, Paras medical publisher 8. Modern Pharmacology with clinical Applications, by Charles R.Craig & Robert
- Mycek M.J, Gelnet S.B and Perper M.M. Lippincott's Illustrated Reviews Pharmacology.
- Pharmaceutical Marketing by Subba Rao.
- Grewal and Michael Levy: Marketing, Tata McGraw-Hill.
- Arun Kumar and N Meenakshi: Marketing Management, Vikas Publishing, India Rajan Saxena: Marketing Management; Tata McGraw-Hill (India Edition).



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: III

Paper: MBA HM604: Purchasing and Inventory Management for Hospital

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 purchasing and inventory Management in Healthcare care Industry, and an understanding of the various inventory techniques and MIS reports.

Course Objectives:

- To familiarize with the concept of Procurement
- To understand store management and inventory management systems of the hospital.
- To provide knowledge related to Logistics Management
- To understand the importance of recent trends in material management

Course Outcomes:

1. **Get** knowledge on various objectives and elements of purchasing.
2. **Interpret** the importance of material management and relate the same in organizing the healthcare industry.
3. **Examine** the importance and role of materials manager in the process of store keeping and warehousing of health care management
4. **Deduct** the effective inventory management system for healthcare industry
5. **Analyze** the MIS Report and framework of Supply Chain management.

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

Unit 1: LOGISTIC MANAGEMENT

(08)

- 1.1 Importance-objectives-functions-Principles;
- 1.2 Purchasing Management – objectives –scope-
- 1.3 centralized vs. decentralized purchasing
- 1.4 Principles of Purchasing Management
- 1.5 Letter of credit.

Unit2: PURCHASE MANAGEMENT:

- 2.1 Objectives and elements of a good purchasing system,
- 2.2 Procurement procedure
- 2.3 Tendering Procedures, Tendering system, modes of tenders,
- 2.4 Purchase order and its types,
- 2.5 types of purchasing systems.

Unit 3: INVENTORY CONTROL

(08)

- 3.1 Definition and importance of inventory in hospitals

- 3.2 Types of inventories: medical, surgical, pharmaceutical, general stores
- 3.3 Inventory planning, demand forecasting,
- 3.4 Procurement & storage,
- 3.5 Objectives-categories of hospital inventories- types of Inventory cost
- 3.6 Inventory Control Systems – Pareto's law;
- 3.5 Inventory techniques: ABC/VED Analysis– Lead Time Analysis – Maximum and Minimum Level - Reorder level – Economic Order Quantity (EOQ) - JIT.

Unit 4: STORE MANAGEMENT: (08)

- 4.1 Importance- objectives and functions
- 4.2 location and layout
- 4.3 documentation and store procedure- storekeeper-
- 4.4 Types of stores in a hospital
- 4.5 Standardization- Codification and Classification of materials.

Unit 5: EQUIPMENT PLANNING AND PROCUREMENT (08)

- 5.1 Hospital equipment- Steps in equipment selection
- 5.2 replacement and buy back policy;
- 5.3 Utilization: equipment history and documents
- 5.4 maintenance and monitoring of biomedical equipment
- 5.5 Factors leading to poor utilization of equipment.

Unit 6: RECENT TRENDS IN MATERIALS MANAGEMENT (08)

- 6.1 Scope and objectives of hospital materials management
- 6.2 Types of Materials used and stored in a hospital
- 6.3 Computerization of Materials management. MIS Report-
- 6.4 ERP systems in hospital inventory management
- 6.5 Barcoding and RFID in tracking hospital supplies

REFERENCE BOOKS:

Text books:

1. Mr. K S Menon, STORES MANAGEMENT 2ed.,
2. Macmillan India Ltd., Mr. Rupnarayan Bose, AN INTRODUCTION TO DOCUMENTARY CREDITS, Macmillan India Ltd
3. Purchasing and Materials Management, P. Gopalakrishnan, McGraw Hill Education; 1st edition, 2017.
4. Hospital Stores Management- An Integrated Approach, by Dr. Gupta Shakti, Jaypee Brothers.
5. **Gopalakrishnan, P., & Sundaresan, M.** (2005). *Materials Management: An Integrated Approach*. PHI Learning.
6. **Kumar, S., & Suresh, N.** (2016). *Production and Operations Management*. New Age International Publishers.
7. **Kesavan, R.** (2019). *Hospital Materials Management*. Jaypee Brothers Medical Publishers

Reference Books

1. Purchasing and Materials Management, K C Jain & Jeet Patidar, S. Chand Publishing, 2019.
2. Introduction to Materials Management, Pearson, Pearson Education, Eighth edition, 2017.
3. Purchasing and Supply Chain Management Hardcover, Robert Handfield, Larry Giunipero, James Patterson, Robert Monczka, South-Western College Publishing; 6th edition, 2015.
4. Handbook of Materials Management, Gopalakrishnan P, Prentice Hall India Learning Private Limited; Second edition, 2015.

5. Hospital Stores Management An Integrated Approach, Sunil Kant Gupta Shakti, Jaypee Brothers Medical Publishers; First edition, 2007.
6. Purchasing And Materials Management, Patidar Jeet, S Chand & Company ,2011.
7. Purchasing And Inventory Management - Revised Edition, K. S Menon, Sarika Kulkarni, Shroff Publishers; First edition, 2011
1. Inventory Management, Chandra Bose, Prentice Hall India Learning Private Limited; 1st edition, 2006
2. **Rizvi, A.** (2017). *Hospital and Healthcare Management*. PHI Learning.
3. **Sakharkar, B. M.** (2009). *Principles of Hospital Administration and Planning*. Jaypee Brothers.
4. **Sharma, D. C.** (2021). *Hospital Administration and Human Resource Management*. PHI Learning.
5. **WHO Publications** on Hospital Procurement and Supply Chain Best Practices.



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: III

Paper: MBA HM605: Epidemiology and Public Health System

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

Required Lectures: 48 hours



Course Description

This course provides a comprehensive understanding of epidemiological principles, national health programs, and the public health system in India. It equips students to analyze and manage communicable and non-communicable diseases, substance abuse, environmental and occupational hazards, and public health emergencies through effective policy and system-based approaches.

Course Objectives:

1. Understand and apply fundamental concepts and methods of epidemiology.
2. Analyze national health programs and their impact on communicable and non-communicable diseases.
3. Address substance abuse and dependency issues within a public health framework.
4. Identify and manage environmental and occupational health hazards.
5. Develop strategies for emergency epidemic management and public health service delivery.

Course Outcomes:

After successful completion of the course, students will be able to:

CO1 Understand Epidemiological Concepts, Explain basic health, disease, and epidemiology concepts. Evaluate and apply various epidemiological study designs.

CO2 Analyze national health programs for communicable and non-communicable diseases.

CO3 Identify and propose strategies for managing substance abuse and dependency.

CO4 Recognize and manage environmental and workplace health hazards. Design and Implement emergency epidemic management systems

CO5 Design and implement emergency epidemic management systems.

CO6 Assess prevention and control measures for major communicable and non-communicable diseases.

CO7 Conduct and interpret epidemic outbreak investigations. Discuss demographic trends, family planning, and the National Population Policy.

Unit-1 Basic Concepts and Methods of Epidemiology

(8 hours)

- 1.1 Concepts of health and disease; Epidemiological Triad, Principles & methods
- 1.2 Disease control and prevention strategies
- 1.3 Measures of disease frequency (incidence, prevalence)
- 1.4 Clinical and community trials, ethical considerations
- 1.5 Inference from epidemiological studies
- 1.6 Measures of mortality and morbidity, infectious disease, investigation of epidemic outbreaks

Unit-2 National Health Programs

(8 hours)

- 2.1 Communicable diseases: Malaria, Filariasis, Tuberculosis, Leprosy, AIDS, and STDs
- 2.2 non-communicable diseases: Cancer, Blindness, Diabetes, and Mental Health

- 2.3 Reproductive and child health programs (RCH)
- 2.4 Health-related national programs: Integrated Child Development Scheme, water supply and sanitation, Minimum Needs Program

Unit-3 Epidemiology of Diseases (8 hours)

- 3.1 Communicable diseases: Measles, Chickenpox, Tuberculosis, viral hepatitis, HIV/AIDS, Tetanus
- 3.2 non-communicable diseases: Coronary Heart Disease, Hypertension, Diabetes, Cancer

Unit-4 Substance Abuse and Dependency (8 hours)

- 4.1 Alcoholism and drug dependency: Alcohol, opioids, cocaine, nicotine, and other commonly abused substances
- 4.2 Setting up de-addiction and rehabilitation centers

Unit-5 Environmental and Occupational Hazards (8 hours)

- 5.1 Hazards of environment and workplace
- 5.2 Sterilization and waste disposal management: autoclaves, incinerators
- 5.3 Methods of managing solid and liquid waste

Unit-6 Emergency Epidemic Management and Public Health Systems (8 hours)

- 6.1 Emergency epidemic management systems
- 6.2 Safety systems and immunization protocols
- 6.3 Isolation systems and communication strategies
- 6.4 Public health service systems and population health policies
- 6.5 District health organization and regionalization of healthcare
- 6.6 Demography and family welfare: Demographic cycle and trends in India, National population policy (2000), family planning concepts and contraceptive methods,
- 6.7 National Family Planning Program

REFERENCE BOOKS:

Text books:

1. “Accreditation in Healthcare” by Dr. Lallu Joseph and Dr. Alexander Thomas – NABH Publications
2. “Quality Management in Hospitals” by S. K. Joshi – Jaypee Brothers
3. “Essentials for Hospital Support Services and Physical Infrastructure” by S. A. Tabish – Oxford University Press
4. S.K. Joshi, 2009. Quality Management in Hospitals. Jaypee Brother Medical Publishers (P) Ltd, Delhi.
5. Arun K. Agarwal, 2019. Standard Operating Procedure (SOP) for Hospitals in India. Atlantic Publisher & Distributor Pvt. Ltd, 2nd Edition.
6. Bester field H. Dale, 2018. Total Quality Management. Pearson, 5th Edition. Hospital Stores Management- An Integrated Approach, by Dr. Gupta Shakti, Jaypee Brothers.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA HM606: Healthcare Marketing & Strategic Management

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

Required Lectures: 48 hours



Course Description

This course introduces students to the fundamental principles and practices of marketing and strategic management in the healthcare sector. It explores the dynamic environment of healthcare services and the need for well-crafted marketing strategies to meet organizational goals. Through real-world examples and case studies, students will gain insights into market planning, positioning, change management, and strategic decision-making essential for healthcare leadership.

Course Objectives:

1. To introduce students to the key concepts and practices of healthcare marketing.
2. To develop an understanding of the role and utility of strategic management in healthcare organizations.
3. To examine the tools and techniques used in strategic planning and their impact on healthcare organizations.

Course Outcomes:

After successful completion of the course, students will be able to:

CO1: Remember Integrating the knowledge gained in functional areas & role of health care marketing.

CO2: Understand the concepts and applications of strategic management and marketing principles applied to varied health care organizations.

CO.3: Analyze and determine the tools and techniques impact on the health care organization's strategic planning and management process.

CO.4: Evaluate the management of change in health care organizations.

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

1. Introduction to Healthcare Marketing

(08 Hours)

- 1.1 Concept of Healthcare Marketing
- 1.2 Role of health care Industry in India
- 1.3 Role of Private sector in Health Care of India
- 1.4 Healthcare Marketing Mix- 7 'P's & 4 'C's
- 1.5 Healthcare Marketing Mix strategies

2. Marketing of Healthcare Services

(08 Hours)

- 2.1 Marketing in Healthcare services

- 2.2 Marketing of Hospitals
- 2.3 healthcare services to the common man
- 2.4 Initial Barriers to Healthcare Marketing
- 2.5 Healthcare Marketing Global Perspectives
- 2.6 Future of Health care Marketing

3. Healthcare Organization

(08 Hours)

- 3.1 Promotion for Healthcare Organization
- 3.2 Characteristics of Healthcare Organizations
- 3.3 stages in a well-managed advertising campaign
- 3.4 The factors affect the Health Care organization services
- 3.5 Healthcare Marketing Global Perspectives

4. Strategic Management:

(08 Hours)

- 4.1 Meaning & Importance of Strategic Management
- 4.2 Mission & Objectives Strategic Management
- 4.3 Strategic Management Process
- 4.4 Strategic Marketing Plan For Healthcare Service

5. Strategic Analysis Tools and techniques

(10 Hours)

- 5.1 Porter's Five Force Model
- 5.2 BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix
- 5.3 Market Life Cycle Model –
- 5.4 Organizational Learning and the Experience Curve

6. Strategy Formulation:

(06 Hours)

- 6.1 Formulation of strategy at corporate, business and functional levels.
- 6.2 Strategy Alternatives:
 - 6.2.1 Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.

REFERENCE BOOKS:

Reference Books

1. Marketing Health Services: Richard K Thomas pg 6-7 Health Administration Press, Chicago AUPHA Press, Arlington, VA
2. Marketing Management by Philip Kotler, Kevin Keller, 12th Edn, (Pearson Prentice Hall) Chapter 1: pg 5-6 : 2006
3. Concepts in Strategic Management and Business POLICY, WHEELEN& Hunger, Pearson Education.
4. Strategic Management, A Dynamic Perspective - Concepts and Cases - Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in South Asia.
5. http://tutor2u.net/business/marketing/promotion_advertising.asp
6. <http://www.expresshealthcaremgmt.com/20041215/marketing01.shtml>
7. http://en.wikipedia.org/wiki/Hospital_emergency_codes



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA HM607 OJT/ SIP (8)

60 + 40 Pattern: External Marks 120 + Internal Marks 80 = Maximum Total Marks: 200

Requirement: 7-8 weeks of work in any organization during summer Break



Course Description:

The On-the-Job Training (OJT) / Summer Internship Project (SIP) is a mandatory component of the MBA curriculum, designed to provide students with practical exposure to real-life management practices in business organizations, industries, startups, or social enterprises. It serves as a bridge between academic learning and industry expectations, enabling students to apply theoretical concepts to real-time challenges and gain experiential learning. The internship may involve tasks related to functional areas depending on the student's specialization and the organization's needs.

Course Objectives:

1. To expose students to real-time organizational environments, systems, and business processes.
2. To facilitate the application of classroom knowledge, tools, and techniques in solving live industry problems.
3. To develop core managerial skills such as analysis, decision-making, teamwork, communication, and professionalism.
4. To strengthen students' ability to independently document, analyze, and interpret data from a practical management perspective.
5. To improve the student's ability to draft structured professional reports and make effective presentations.
6. To foster career readiness and build meaningful professional networks for future employment opportunities.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

CO	Course Outcome
CO1	Understand and describe the organizational structure, culture, and key operational functions of the organization.
CO2	Apply relevant management concepts and analytical tools to address identified business challenges during the internship.
CO3	Conduct a structured problem analysis using primary and/or secondary data, and draw practical insights.
CO4	Prepare a detailed, well-organized internship project report including objectives, methodology, data analysis, and recommendations.
CO5	Exhibit effective interpersonal, time management, adaptability, and communication skills in a professional environment.

CO6	Present and defend their internship findings and insights confidently in the viva-voce through critical reflection and industry awareness.
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Internship Duration and Requirements

- **Duration:** Minimum 7 to 8 weeks of full-time internship during the summer break (After the second semester).
- **Organization:** Any approved company, industry, startup, NGO, government department, consultancy, or business enterprise relevant to the student's area of specialization.
- **Supervision:** Each student must be jointly guided by:
 - An internal faculty guide from the institute.
 - An industry supervisor/guide from the organization.
- **Documentation:** Daily work logs, attendance certificate, and periodic updates must be maintained and verified by both mentors.

Project Report Formatting Guidelines:

Module	Details
A. Preliminary Pages	- Title Page - Internship Completion Certificate from the Organization - Internship Completion Certificate from the College/Institute - Declaration by the student - Acknowledgment - Table of Contents - List of Tables, Figures, Abbreviations
B. Main Chapters	Chapter 1: Introduction - Background, Rationale, Scope, Objectives - Definitions and Significance of Study - Theoretical Overview Chapter 2: Literature Review - Review of 12–15 relevant peer-reviewed journals/books - Identification of research gaps Chapter 3: Research Methodology - Problem Statement - Research objectives - Research Hypotheses (if any) - Research design (exploratory, descriptive etc.) - Sampling method - Sampling Size - Data collection instruments (Questionnaires, interviews, etc.) - Analytical tools and use of statistical

	software (e.g., SPSS, Excel) Chapter 4: Data Analysis & Interpretation - Presentation of data using tables, charts, graphs - Statistical interpretation aligned with objectives and hypotheses Chapter 5: Findings, Conclusion & Suggestions - Summary of key findings - Managerial suggestions - Conclusions drawn from analysis - Scope for future research
C. End Section	Chapter 6: Bibliography - Referencing in APA 7th Edition format - Alphabetical and properly formatted Annexures - Questionnaire / Interview Schedule - Detailed data tables - Statistical outputs (SPSS/Excel) and - Supporting documents (if any)

Project Report Formatting Guidelines

1. Front Page Format

- **Project Title:** Times New Roman, Font Size 20, Bold, UPPERCASE
- **Name of Student, Guide, Department, and College:** Times New Roman, Font Size 14, Bold

2. Page Layout

- **Page Margins:**
 - Left 1.5", Right 1", Top 1", Bottom 1"
- **Line spacing:** 1.15 (Multiple)
- **Paper:** A4 size
- **Footer:** College name + page number

3. Text Formatting

- **Main Headings:** Font 14, Bold, Times New Roman
- **Body Text:** Font 12, Times New Roman, 1.5 line spacing
- **Section Numbering:** e.g., 2.1, 2.2; Subsection: 2.1.1, 2.1.2

Figures:

- Caption below the figure, centered, *Italic*, Font Size 12
- Numbered as: *Figure 2.1, Figure 2.2, etc.*

Tables:

- Caption above the table, centered, Font Size 12
- Numbered as: Table 2.1, Table 2.2, etc.

4. Report Length & Document Formatting

- **Total Pages:** 60–70 (excluding annexures)

- **Page Numbering:** (Arabic numerals from Executive Summary onward)
- **Report Page Sequence:**

5. Binding

- **Number of Copies:** Minimum **TWO**
- **Binding Type:** Hardbound
- **Cover Color:** Black
- **Print Style:** Golden text on cover and spine (including title, student's name, college name, month and year)

Evaluation Criteria:

Component	Description	Marks	Passing (40%)
Internal Evaluation	Assessed by the faculty guide and departmental panel based on continuous evaluation, including topic clarity, methodology, literature review, draft quality, attendance, progress reviews, and academic discipline.	80 Marks	32 Marks
External Evaluation	Assessed by University-appointed external examiner through project report evaluation and viva-voce presentation. Includes written report quality, clarity of presentation, understanding of research, originality, relevance, and compliance with formatting guidelines.	120 Marks	48 Marks
	Total	200 Marks	

- Note: Failing to submit the project report or absence in viva = Fail in course

SEMESTER

IV



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA HM611: Hospital Hazardous and Waste Management

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

Required Lectures: 48 hours



Course Description

The students will be aware of the hazardous materials used in the hospital and its impact on health issues. The precautionary waste disposal procedures and management system can be learnt and safety measures can be identified by following the various regulations and safety norms in maintaining the hospital waste management system. The course would cover-general introduction including definition of biomedical waste, hazardous waste.

Course Objectives:

1. Gain Knowledge in sustainable waste & environmental management system.
2. To perceive an overview of various hazards within the hospital and its control.
3. To know what is biomedical waste and its source of generation.
4. To gain knowledge about the different types of biomedical waste.
5. To explain the steps of biomedical waste management.
6. Identify the hazards that put the security of a hospital at risk.

Course Outcomes:

1. Understand how to manage biomedical waste (**Understand**)
2. Know various biomedical management and handling rules (**Apply**)
3. Learn the treatment and disposable techniques of biomedical management (**Understand**)
4. Analyze the propose of various regulations and safety norms (**Analyze**)
5. Know various biomedical waste management rules (**Apply**)

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

UNIT I

(08)

HEALTHCARE HAZARD CONTROL

Healthcare Hazard Control: Introduction, Hazard Control, Hazard Control Management, Hazard Control Responsibilities, Addressing Behaviors, Hazard Control Practice, Understanding Hazards, Hazard Analysis, Hazard Control and Correction, Hazard Control Committees, International Scenario: World Health Organization guidelines, Management of Hospital waste, Scenario in Developing countries

UNIT II

(08)

BIOMEDICAL WASTE MANAGEMENT

Biomedical Waste Management: Types of wastes, major and minor sources of biomedical waste, Categories and classification of biomedical waste, hazard of biomedical waste, need for disposal of biomedical waste, waste minimization, waste segregation and labelling, waste handling, collection, storage and transportation, treatment and disposal.

UNIT III (08)

HAZARDOUS MATERIALS

Hazardous Materials: Hazardous Substance Safety, OSHA Hazard Communication Standard, DOT Hazardous Material Regulations, Healthcare Hazardous Materials, Medical Gas Systems, Hazardous Waste Operations and Emergency Response Standard, Respiratory Protection.

UNIT IV (08)

FACILITY SAFETY

Facility Safety: Introduction, Facility Guidelines Institute, Administrative Area Safety, Slip, Trip, and Fall Prevention, Safety Signs, Colors, and Marking Requirements, Scaffolding, Fall Protection, Tool Safety, Machine Guarding, Compressed Air Safety, Electrical Safety, Control of Hazardous Energy, Permit Confined Spaces, OSHA Hearing Conservation Standard, Heating, Ventilating, and Air-Conditioning Systems, Assessing IAQ, Landscape and Grounds Maintenance, Fleet and Vehicle Safety.

UNIT V (08)

INFECTION CONTROL AND PREVENTION PATIENT SAFETY

Healthcare Immunizations, Centres for Disease Control and Prevention, Disinfectants, Sterilant, and Antiseptics, OSHA Blood borne Pathogens Standard, Tuberculosis, Healthcare Opportunistic Infections, Medical Waste.

UNIT VI

PATIENT SAFETY (08)

Patient Safety: An Organizational Function, Errors and Adverse Events, Safety Cultures, Patient-Centered Healthcare, Quality Improvement Tools and Strategies, Healthcare-Associated infections, Medication Safety

REFERENCE BOOKS:

Text books:

1. Tweedy, James T., Healthcare hazard control and safety management-CRC Press Taylor and Francis (2014).
2. Anantpreet Singh, SukhjithKaur, Biomedical Waste Disposal, Jaypee Brothers Medical Publishers (P) Ltd (2012)

Reference Books

1. Biomedical Waste Management: R. Radharisham
2. Hospital Waste Management's-A guide for self-assessment and review: Shishir Basarkar
3. Biomedical Waste Disposal: Anantpreet Singh and SukhjithKaur
4. Medical Waste Management and Disposal: V. J. Landrum
5. R.C.Goyal, —Hospital Administration and Human Resource Management, PHI – Fourth Edition, 2006
6. V.J. Landrum, —Medical Waste Management and disposal, Elsevier, 1991



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. (HHM) w.e.f. AY 2025-26

SEMESTER: IV

Paper: HHM 612 Health Care Laws, Ethics & Counseling Skill

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

Required Lectures: 48 hours



Course Description

This course focuses on providing a comprehensive overview of the legal and ethical dimensions of the healthcare system. It covers constitutional provisions related to health, various health-related laws, and the legal procedures for hospital formation and functioning. A significant focus is placed on understanding medical ethics. In addition, the course introduces fundamental counseling skills to support healthcare professionals in providing holistic and patient-centered care.

Course Objectives:

1. To enable students to understand the constitutional provisions related to health
2. To provide students with knowledge of financial and regulatory frameworks.
3. To familiarize students with hospital-specific legal provisions.
4. To understand environmental and ethical regulations.
5. To provide the optimal knowledge of counseling skills.

Course Outcomes:

The successful completion of this course enables the students

CO1: **Understand** the Constitutional and Legal Framework for Healthcare.

CO2: **Demonstrate** knowledge of health-related fiscal laws and regulatory policies.

CO3: **Analyze** and apply statutory provisions and regulations concerning hospital practices

CO4: **Interpret** environmental and ethical laws applicable to healthcare services.

CO5: **Demonstrate** comprehensive knowledge of hospital operations and disease management.

CO6: **Apply** core counseling skills in a healthcare.

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

UNIT 1

(08)

Indian Constitution and Health: Right to Life as fundamental Right; Directive Principles of Health Policy Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-Code of Medical Ethics.

UNIT 2

(08)

Law of Insurance: Export Import Policy- FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births

and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992

UNIT 3

(10)

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 –HIV/AIDS; Medical Termination of Pregnancy Act; Prevention of Prenatal Diagnosis Act; Trafficking of Human Organs Act, 1994 Medical Negligence –Dying Declaration-MCI act on medical education Medico Legal Cases & compliances– Handling RTA/MLC cases in Hospitals – Medical confidentiality - Patients' interest - IHO, WHO, NGO.

UNIT 4

(07)

Pollution control legislations - Biomedical waste disposal - The Drugs and Cosmetics Act, 1940 - Medical Ethics - Doctor-patient contract - Consent by patients and informed consent - Law of torts - professional negligence - Consumer Protection Act, 1986

UNIT 5

(10)

Illness- Classification and description of diseases-Infection Control-Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission-Overview of Hospital Services-Intensive care unit-Coronary care Unit-Burns, paraplegic & Malignant disease treatment-Hospital welfare services-Hospital standing services-Indian red cross society-Nursing services-Pharmacy-Medical Stores-Housekeeping-Ward Management-Central sterile supply department-Medical Records-Fatal documents-Medical Registers-Statutory records.

UNIT 6

(05)

Counseling skills- Introduction, growth of Counseling Services; Approaches to counseling; Process of Counseling; Attitudes of Counselors; Skill of Counseling; Problems in Counseling; Assessing and diagnosing clients' problems; Selecting counseling strategies.

REFERENCE BOOKS:

1. BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING- Jaypee brothers Publications.
2. Francis CM, Mario C de Souza; HOSPITAL ADMINISTRATION- Jaypee brothers Medical Publishers
3. Raj Kumar, Acts Applicable to Hospitals in India (The Christian Medical Association of India, New Delhi) 2009
4. N.D. Kapoor, Elements of Mercantile Law (Sultan Chand and Sons, New Delhi) ISBN 8170142067
5. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010
6. Kavita Singh, Counseling skills for Managers' PHI Publishing House.



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA HM613: Risk Management and Health Insurance.

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

Required Lectures: 48 hours



Course Description

This course provides an in-depth understanding of the health insurance industry and the principles of risk management as they relate to healthcare. It explores the structure, functioning, and regulatory framework of the health insurance sector while examining the strategic role of risk management. The course prepares students to critically analyze market trends, regulatory policies, and business strategies within the insurance domain.

Course Objectives:

1. To study the fundamental concepts and principles of risk management in the context of health insurance.
2. To enhance the growth, development, and current trends in the health insurance business.
3. To examine the interrelationship between health insurance and risk management.
4. To gain insights into the regulatory and legal framework governing the health insurance industry.

Course Outcomes:

After successful completion of the course, students will be able to:

CO1. Evaluate the growth and Development of health Insurance Business.

CO.2 Understand the working and functioning of the Health Insurance Sector.

CO.3 Study the inter-relationship between Health Insurance & Risk Management.

CO.3 Analyze the Role of Insurance Business Intermediaries.

CO4. Obtain an overview of Regulatory Framework of health Insurance Sector.

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

UNIT-I Introduction to Risk Management

(08 Hours)

- 1.1 Definition & Concept - Perils and Risks
- 1.2 Sources of Risk (Perils)
- 1.3 Types of Risk
- 1.4 Classification of Risk & Uncertainty

UNIT-II Risk Management

(08 Hours)

- 2.1 Concept & Definition of Risk Management

- 2.2 Risk Management Objectives
- 2.3 Risk Management Process
- 2.4 Personal Risk Management
- 2.5 Risk Assessment, Analysis, Evaluation

UNIT-III Insurance

(08 Hours)

- 3.1 Concept & Definition, Nature- Insurance
- 3.2 Principle of Insurance
- 3.3 Types of Insurance
- 3.4 Classification of health insurance products

UNIT-IV Health Insurance

(08 Hours)

- 1.1 Concept of health insurance & Health care
- 1.2 Factors affecting the health care systems in India
- 1.3 Evolution of Health Insurance in India
- 1.4 Health Insurance Market
- 1.5 Intermediaries of Health Insurance

UNIT-V Insurance Regulation in India

(10 Hours)

- 5.1 Insurance Regulations in India Insurance Act, 1938
- 5.2 IRDA guidelines on Standardization in health insurance
- 5.3 Insurance Regulatory and Development Authority (IRDA): Introduction – Purpose, Duties, Powers and functions of IRDA
- 5.4 Operations of IRDA – Insurance policyholders’ protection under IRDA: Exposure/Prudential norms.
- 5.5 Summary provisions of related Acts – Consumer Protection Act

UNIT-VI Insurance Schemes- Individuals & Group

(06 Hours)

- 6.1 Government Schemes for Health Care-Rastriya Swasthya Bima Yojana, Pradhan Mantri Suraksha Bima Yojana, Pradhan Mantri Jan Dhan Yojana
- 6.2 Micro insurance and health insurance for poorer sections
- 6.3 Group Health Care Cover & Underwriting process

REFERENCE BOOKS:

1. George Rejda, Principles of Risk Management and Insurance, Pearson Education.
2. Gupta, P. K, Insurance and Risk Management, Himalaya Publishing House

3. M. Y. Khan, Indian Financial System, Tata McGraw-Hill.

4. Insurance Theory and Practice , Nalini Prava Tripathy & Prabir Pal, Prentice – Hall of India , Pvt Ltd, New Delhi



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA HM614: Accreditations in Healthcare

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 Accreditation in Healthcare care Industry, and an understanding of the various Quality Standards and accreditation models for Hospitals.

Course Objectives:

1. To provide foundational knowledge of healthcare accreditation systems.
2. To introduce national and international accreditation bodies and their frameworks.
3. To familiarize students with standards and guidelines involved in healthcare accreditation.
4. To equip students with skills required for accreditation planning and compliance.
5. To emphasize the role of quality, patient safety, and clinical governance in accredited healthcare systems.
6. To prepare students for real-world application through case studies and audit simulations.

Course Outcomes:

After successful completion of the course, students will be able to:

CO1: Understand the concept, need, and scope of accreditation in healthcare.

CO2: Identify various national and international accreditation bodies and their standards.

CO3: Apply the requirements of NABH/JCI in hospital management systems.

CO4: Analyze gaps and create action plans for achieving accreditation.

CO5: Develop strategies to ensure continuous quality improvement in healthcare facilities.

CO6: Critically evaluate real-life hospital accreditation scenarios and challenges.

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

Unit 1: Introduction to Healthcare Accreditation

(8 Hours)

- 1.1 Quality Accreditation-Meaning, Need and Importance.
- 1.2 Concept and evolution of accreditation in healthcare
- 1.3 Types: Accreditation, certification, and licensing
- 1.4 Importance for hospitals and stakeholders
- 1.5 Overview of accreditation lifecycle and quality journey
- 1.6 Legal and ethical implications

Unit 2: Accreditation Bodies and Standards

(8 Hours)

- 2.1 National bodies: NABH (India), QCI, ISO
- 2.2 International bodies: JCI, ISQua, ACHS, DNV
- 2.3 Domain structures: Structure, Process, and Outcome
- 2.4 Comparisons between NABH and JCI standards
- 2.5 Alignment with global healthcare benchmarks

Unit 3: NABH Standards and Implementation**(8 Hours)**

- 3.1 Patient-centered standards: ACP, COP, MOM, etc.
- 3.2 Organization-centered standards: HRM, FMS, IMS, etc.
- 3.3 Implementation strategies and challenges
- 3.4 Documentation, SOPs, and quality manuals

Unit 4: Quality Management & Patient Safety in Accreditation**(8 Hours)**

- 4.1 Basics of quality management in hospitals
- 4.2 Patient safety goals and indicators
- 4.3 Clinical audits, incident reporting, and RCA
- 4.4 Risk management and infection control
- 4.5 Quality improvement tools: PDSA, Six Sigma, Kaizen

Unit 5: Accreditation Preparation & Audit Process**(8 Hours)**

- 5.1 Steps in preparing for accreditation: Gap analysis, training, compliance
- 5.2 Internal quality audits, mock surveys, CAPA
- 5.3 Surveyor assessments and audit cycle
- 5.4 Post-accreditation sustenance
- 5.5 Leadership and change management

Unit 6: Case Studies and Future Trends**(8 Hours)**

- 6.1 Case studies from NABH and JCI accredited hospitals
- 6.2 Common challenges and success factors
- 6.3 Impact of accreditation on hospital operations and patient outcomes
- 6.4 Digital transformation in quality and accreditation
- 6.5 Future trends: AI, Telehealth Accreditation, Global Health Accreditation
- 6.6 Indian and International Accreditation: Scenario, Benefits and Challenges.

REFERENCE BOOKS:**Text books:**

1. “Accreditation in Healthcare” by Dr. Lallu Joseph and Dr. Alexander Thomas – NABH Publications
2. “Quality Management in Hospitals” by S. K. Joshi – Jaypee Brothers
3. “Essentials for Hospital Support Services and Physical Infrastructure” by S. A. Tabish – Oxford University Press
4. S.K. Joshi, 2009. Quality Management in Hospitals. Jaypee Brother Medical Publishers (P) Ltd, Delhi.
5. Arun K. Agarwal, 2019. Standard Operating Procedure (SOP) for Hospitals in India. Atlantic Publisher & Distributor Pvt. Ltd, 2nd Edition.
6. Bester field H. Dale, 2018. Total Quality Management. Pearson, 5th Edition. Hospital Stores Management- An Integrated Approach, by Dr. Gupta Shakti, Jaypee Brothers.

Reference Books

1. Sharon Myers, 2011. Patient Safety and Hospital Accreditation: A Model for Ensuring Success. Springer Publishing Company Pvt. Ltd
2. Arif Raza, 2016. Accreditation of Healthcare Organizations. Jaypee Brother Medical Publishers (P) Ltd, Delhi
3. Brajkishore Rajoriya, 2017. Hospital and Healthcare Accreditation (As per the Guidelines of NABH, NABL, JCI). Jaypee Brother Medical Publishers (P) Ltd, Delhi.
4. Sridhar Bhat. 2010. Total Quality Management. Himalaya Publishing House, 1st Edition. Management process in Health care - S. Srinivasan
5. **NABH Guidelines and Standards Manuals** – <https://www.nabh.co>

6. **Joint Commission International Standards for Hospitals** – <https://www.jointcommissioninternational.org>
7. **Total Quality Management in Healthcare** by Dr. N. G. Rao – Himalaya Publishing
8. **ISQua Accreditation Resources** – <https://www.isqua.org>



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA HM615: – Hospital Safety and Disaster Management

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

Required Lectures: 48 hours



Course Description

Hospital safety becomes an important responsibility of the hospital because of the numerous hazards and safety risks present in a hospital. As the public becomes more knowledgeable and aware of such risks, they demand such safety and security provision in the hospitals. The course is intended to provide a general concept in the dimensions of disasters caused by nature beyond the human control as well as the disasters and environmental hazards induced by human activities with emphasis on disaster preparedness, response and recovery.

Course Objectives:

- To know the concepts of patient safety and impact of patient safety events in healthcare facilities.
- To understand the role of leadership in managing patient safety events.
- To understand styles and methods of leadership that impacts the quality and patient safety.
- To understand the basic concepts in Disaster management.
- To familiarize the students with the concepts, terminologies and developments in the field of Disaster Management.
- To help the students to learn how to assess disaster risk and prepare DRM Plans and how to implement them.

Course Outcomes:

After successful completion of the course, students will be able to:

CO1: Understand the concepts and significance of safety and disaster management in organizational and societal contexts.

CO2: Identify basic concepts in Disaster management and design and implement disaster recovery and crisis management plans.

CO3: Apply risk assessment tools to identify, evaluate, and mitigate workplace and environmental hazards.

CO4: Analyze the legal and institutional frameworks related to safety and disaster risk management.

CO5: Develop disaster preparedness and response strategies for different organizational settings.

CO6: Critically Promote organizational safety culture and sustainability in risk-prone environments.

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

Unit – 1 Basic understanding of Hospital safety

(7 Hours)

- 1.1 Meaning, Types of Safety in Hospitals
- 1.2 Non-Clinical: Fire, Ergonomic, Electrical, fall, Violence, Psychological Stress.
- 1.3 Hazardous substances and medical equipment in Hospital Environment
- 1.4 Hygiene and Security Standards in Hospital Environments
- 1.5 fundamentals of safety, classification of accidents, Managements responsibility
- 1.6 Hospital Safety Measures, Safety Indicators, Safety Committee, Safety Officer.

Unit – 2 Hospital Security Organizations and Management:

(8 Hours)

- 2.1 Security Sensitive Areas –Functions of Hospital Security Department
- 2.2 Security Organization and Physical Security Measures
- 2.3 Need for Security Technology –Contract Security Agency
- 2.4 Effective Security Management in Hospitals –Security Committee – Periodic Security Audit
- 2.5 Fire Hazards: Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection

Unit – 3 Disaster Management

(8 Hours)

- 3.1 History of disasters, Objective, Classification of disasters
- 3.2 Types of disasters, disaster cycle, Disaster Process
- 3.3 Principles of disaster Planning, Disaster and health problems
- 3.4 Dimension of disaster, Phases of disaster.
- 3.5 Medical Health Response to Different Disasters, Disaster management in hospital.
- 3.6 Technological Advances in Disaster Management

Unit – 4 Disaster Preparedness

(7 Hours)

- 4.1 Concept and Nature, Aim, objectives and measures
- 4.2 Disaster Preparedness Plan
- 4.3 Prediction, Early Warnings and Safety Measures of Disaster.
- 4.4 Role of Various Agencies in Disaster Management
- 4.5 Disaster alertness in Hospital

Unit –5 Disaster Risk Reduction (DRR)

(7 Hours)

- 5.1 Risk Assessment and Mapping
- 5.2 Vulnerability Analysis
- 5.3 Community Engagement in DR
- 5.4 Public Health Issues in Disaster Management
- 5.5 Hospital Networking in Disaster Management
- 5.6 Severity of illness amongst disaster victims and risk assessment

Unit –6 Funding for Disaster Management

(8 Hours)

- 6.1 State Disaster Mitigation fund
- 6.2 State Disaster response fund (SDRF)
- 6.3 National Disaster Response Fund (NDRF)

6.4 Prime Minister National Relief Fund (PMNRF)

6.5 Chief Minister Relief Fund and Role

6.6 Important statutes with provisions relevant to Disaster Management

REFERENCE BOOKS:

Text books:

- Hospital Safety and Disaster Preparedness Author: Dr. R.K. Sharma, Dr. Anil Kumar, Publisher: CBS Publishers & Distributors
- Hospital and Healthcare Facility Disaster Planning, Author: Richard A. Zane and Philip D. Anderson, Publisher: Elsevier
- Essentials of Hospital Safety and Disaster Management, Author: G.D. Mogli, Publisher: Jaypee Brothers Medical Publishers
- Textbook of Disaster Management, Author: Satish Modh, Publisher: Macmillan Publishers

Reference Books

1. Dhawan N, Khan AS, (2012). Disaster management & Preparedness CBS Publications
2. Sonopant. G. (2012). Disaster Management for Healthcare professional. Jp Medical.
3. Ray. Suresh.(2010). Nurses' role in disaster management. CBS publishers.
4. Safety health and environment Management system By: R.K. Jain & Sunil S. Rao Publishers: Khanna Publishers Year: 2008 Edition: Second.
5. Hospital Administration – by D.C. Joshi & Mamta Joshi – Published by Jaypee – New Delhi 2009
6. KoukoulakisTh (2003) Standardization on Health and Safety at Work. EL INYYE, Athens, Greece.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A.(HHM) w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA HM616: Hospital Architecture, Planning & Design

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

Required Lectures: 48 hours



Course Description

This course introduces students to the principles of hospital architecture, planning, and design with a focus on functionality, legal standards, and future-ready infrastructure. It equips learners with strategic and technical knowledge to design efficient, cost-effective, and compliant healthcare facilities.

Course Objectives:

1. Impart skills on planning and operation of functional areas in Hospitals.
2. Develop concepts and strategies for quality and economical hospital architectural projects.

Course Outcomes:

After successful completion of the course, students will be able to:

CO1: Define –Elaborate the concept of planning required in setup a hospital

CO2: Explain- effective hospital standards and design.

CO3: Discuss- various legal and other documents and drawing required for hospital project.

CO4: Apply – Analyse the timely changing role of hospital

Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

Unit-1: Fundamentals of Hospital Planning

(8 hours)

- 1.1 Introduction, aim & principles of hospital planning
- 1.2 Regionalization of hospital services
- 1.3 Stages in hospital planning
- 1.4 Hospital utilization statistics
- 1.5 Assessing need for hospital services

Unit-2: Community & Service Area Analysis

(8 hours)

- 2.1 Community survey and health needs assessment
- 2.2 Planning general hospital services
- 2.3 Determining hospital type, size, and location
- 2.4 Area served, bed occupancy, bed ratio
- 2.5 Evaluation of human resources
- 2.6 Hospital constitution and governance

Unit-3: Hospital Design & Construction

(8 hours)

- 3.1 Role of governing board and administration
- 3.2 Role and responsibilities of hospital architect

- 3.3 Architect's brief and site survey
- 3.4 Hospital planning process and design principles
- 3.5 Circulation pattern and operational planning
- 3.6 Space planning and hospital project management

Unit-4: Equipment & Infrastructure Planning

(8 hours)

- 4.1 Equipment selection and future readiness
- 4.2 Integration of medical technology
- 4.3 Space allocation and departmental adjacency
- 4.4 Planning for adaptability and modular design
- 4.5 Planning for hospitals of the future

Unit-5: Legal and Safety Standards in Hospitals

(8 hours)

- 5.1 Medical ethics and hospital code of ethics
- 5.2 Legal compliance:
 - 5.2.1 Indian Boilers Act, 1923
 - 5.2.2 Petroleum Rules, 2002
 - 5.2.3 Fire safety and building codes
 - 5.2.4 Centralized gas and vacuum supply regulations
- 5.3 Licensing, registration, and documentation
- 5.4 Hospital design standards (mechanical, electrical, finishes, bio-medical waste)

Unit-6: Hospital Supportive and Ancillary Services

(8 hours)

- 6.1 Clinical labs, radiology, and diagnostics
- 6.2 Medical records and information systems
- 6.3 Front office, billing, and staffing
- 6.4 Housekeeping, transport, dietary services
- 6.5 Housekeeping, transport, dietary services
- 6.6 Mortuary services and disaster readiness

REFERENCE BOOKS:

1. Kunders G.D., Gopinath S, and Katakam A. Hospital Planning, Design and Management, Tata McGraw Hill, NewDelhi,1999
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter2, Response Books, NewDelhi,2000.
3. Sakharkar,B.M.(2009). Principle so/ hospital administration and planning. Jaypee Brothers Medical Publication
4. Lewellyn Davis L., Hospital Planning and Administration, R. Macaualy HMC
5. S. K. Joshi, 2014. Quality Management in Hospitals. Jaypee Brothers Medical Publishers. 2nd Revised Edition



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA 617 Research Project

60 + 40 Pattern: External Marks 90 + Internal Marks 60 = Maximum Total Marks: 150

Required Lectures: 72 hours



Course Description:

The Research Project serves as the capstone component of the MBA program, providing students with an opportunity to engage in independent, in-depth research under faculty guidance. The course bridges academic theory and business practice by encouraging students to investigate real-world business problems within their area of specialization or through an interdisciplinary lens. Students are expected to define a research problem, conduct an extensive literature review, design an appropriate research methodology, collect and analyze data using suitable statistical tools, and present the findings in a structured academic report. The culmination of the course involves a formal viva-voce examination and submission of the final report, showcasing the student's research competence, critical thinking, and professional communication skills.

Course Objectives:

1. To develop the capability to undertake independent applied research on complex business or management problems.
2. To enable effective application of research design, tools, and statistical techniques in business research.
3. To strengthen academic writing skills and enhance the ability to draft professional research reports.
4. To connect classroom learning with real-life management issues through systematic inquiry.
5. To foster analytical thinking and the ability to identify research gaps and derive actionable insights.
6. To cultivate presentation and defence skills through the formal viva-voce process.

Course Outcomes:

At the end of the course, students will be able to:

CO No.	CO
CO1	Identify and define a relevant business research problem, develop objectives, and formulate hypotheses.
CO2	Conduct a comprehensive literature review and construct a strong conceptual and theoretical framework.
CO3	Design and justify a robust research methodology, including sampling design and data collection instruments.
CO4	Apply appropriate data analysis techniques using statistical software and interpret findings meaningfully.
CO5	Prepare a structured, academically rigorous, and professionally formatted research report.
CO6	Present and defend research work confidently through oral presentations and viva-voce.

SN	Module	Details	Hours	Mapped COs
1	Purpose of the Research Project	Introduction to the capstone project and its role in integrating theoretical learning with real-world application. Emphasis on problem identification, analytical thinking, research ethics, and professional presentation.	6	CO1
2	Research Report Structure and Content	Comprehensive guidance on the formatting, structure, and academic expectations of the research project report. Divided into three major sections:	66	CO1–CO6
	A. Preliminary Pages	- Title Page - Certificate by Guide (on letterhead with signature and seal) - Declaration by the student - Acknowledgment - Table of Contents - List of Tables, Figures, Abbreviations		
	B. Main Chapters	Chapter 1: Introduction - Background and rationale - Conceptual and theoretical Overview - Definitions, scope, and objectives - Significance of the study Chapter 2: Literature Review - Review of 12–15 relevant peer-reviewed journals/books - Identification of research gaps Chapter 3: Research Methodology - Problem Statement - Research objectives - Research Hypotheses (if any) - Research design (exploratory, descriptive etc.) - Sampling method - Sampling Size - Data collection instruments (questionnaires, interviews, etc.) - Analytical tools and use of statistical software (e.g., SPSS, Excel) - Limitations and scope of the study Chapter 4: Data Analysis & Interpretation - Presentation of data using tables, charts, graphs - Statistical interpretation aligned with objectives and hypotheses Chapter 5: Findings, Conclusion & Suggestions - Summary of key findings - Managerial suggestions - Conclusions drawn from analysis - Scope for future research		
	C. End Section	Chapter 6: Bibliography - Referencing in APA 7th Edition format		

		- Alphabetical and properly formatted Annexures - Questionnaire / Interview Schedule - Detailed data tables - Statistical outputs (SPSS/Excel) and - Supporting documents (if any)		
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Project Report Formatting Guidelines

1. Front Page Format

- **Project Title:** Times New Roman, Font Size 20, Bold, UPPERCASE
- **Name of Student, Guide, Department, and College:** Times New Roman, Font Size 14, Bold

2. Page Layout

- **Page Margins:**
 - Left 1.5", Right 1", Top 1", Bottom 1"
- **Line spacing:** 1.15 (Multiple)
- **Paper:** A4 size
- **Footer:** College name + page number

3. Text Formatting

- **Main Headings:** Font 14, Bold, Times New Roman
- **Body Text:** Font 12, Times New Roman, 1.5 line spacing
- **Section Numbering:** e.g., 2.1, 2.2; Subsection: 2.1.1, 2.1.2
- **Figures:**
 - Caption below the figure, centered, *Italic*, Font Size 12
 - Numbered as: *Figure 2.1, Figure 2.2, etc.*

Tables:

- Caption above the table, centered, Font Size 12
- Numbered as: Table 2.1, Table 2.2, etc.

4. Report Length & Document Formatting

- **Total Pages:** 60–70 (excluding annexures)
- **Page Numbering:** (Arabic numerals from Executive Summary onward)
- **Report Page Sequence:**

5. Binding

- **Number of Copies:** Minimum TWO
- **Binding Type:** Hardbound
- **Cover Color:** Black
- **Print Style:** Golden text on cover and spine (including title, student's name, college name, month and year)

Evaluation Criteria:

Component	Description	Marks	Passing (40%)
Internal Assessment	Assessed by the faculty guide and departmental panel based on continuous evaluation, including topic clarity, methodology, literature review, draft quality, attendance, progress reviews, and academic discipline.	60 Marks	24 Marks
External Assessment	Assessed by University-appointed external examiner through project report evaluation and viva-voce presentation. Includes written report quality, clarity of presentation, understanding of research, originality, relevance, and compliance with formatting guidelines.	90 Marks	36 Marks
	Total	150 Marks	

- Note: Failing to submit the project report or absence in viva = Fail in course