

MBA

(Hospital Administration)

1 Semester

2017-2019

Pacific University
Faculty of Management
MBA in Hospital Administration

FIRST SEMESTER MBA(Hospital Administration)		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MHA-101	Management Practice & Organization Behavior	70	30	100
MHA -102	Managerial Economics	70	30	100
MHA -103	Management Accounting	70	30	100
MHA -104	Operations Research	70	30	100
MHA -105	Business Environment	70	30	100
MHA -106	Information Technology for Managers	70	30	100
MHA -107-A	Ecosystem & Environmental Management	70	30	100
MHA -107-B	Practice of yoga	70	30	100
MHA- 108	Business Practice - I	50	50	100
TOTAL		540	260	800

Regulations:

General Rules:

1. In Each paper, from the Code Nos. 101 to 107, 70% marks shall be for external examination & remaining 30% shall be for internal assessment.
2. Code No. 108, 50% marks shall be for external examination & remaining 50% shall be for internal assessment.
3. Internal assessment shall be based on Internal Test with the weightage of attendance in class, assignment and participation in SDPs.
4. No student shall be considered to have pursued a regular course of study unless he/she is certified by Head/ Dean of the department/ Faculty to have attended the Three-fourths of the total number of classroom sessions conducted in each paper. Any student not complying with this requirement will not be allowed to appear in the examination.

Span Period and Promotion:

- (a) The span period of the programme is four years from the date of registration in the programme.
- (b) The minimum marks for passing the examination for each semester shall be 40% in each paper and 50% in aggregate for all papers in each semester.
- (c) The degree shall be awarded as under to successful students on the basis of composite performance in all the papers of all semesters:

Students securing 60% and above	: I Division
All others	: II Division
- (d) A student, to be eligible for award of degree, has to clear all the papers offered during the two-year programme within the span period.
- (e) University may change the guidelines if required.
- (f) Students having due papers, on completion of the four semesters would be allowed to appear in the special summer semester examination to be held for allowing them to clear the due papers or to improve in papers with less than 50 % marks

MANAGEMENT PRACTICE & ORGANIZATION BEHAVIOR (MHA-101)

Section- A

UNIT-I

Introduction: Definition, Concept, Managerial Skills, Functions of Management, An overview of functional areas of management.

Schools of Management Thought: Scientific, Administrative, HR, Behavioral & System's approaches.

Planning: Concept, Steps in planning, Components of planning, Concept & process of Management by Objectives.

UNIT-II

Organizing: Concept of organization, Process of organizing, Forms of Organization Structure, Bases of Departmentation, Span of management.

Motivation and leadership: Concept, Characteristics and classification of motives, Theories of motivation by Maslow, Herzberg's two factor theory, Theory X, Y, and Z .Leadership – Concept, leadership skills and styles, Theories of leadership

Controlling: Concept, Process, Traditional & Modern techniques of Control.

UNIT-III

Organizational Behaviour: Concept & Definition of "Organization Behavior", Models of OB

Attitude: Concept, Process & Nature

Personality: Concept, Nature & Types

UNIT-IV

Analysis of Interpersonal skills & Group dynamics: Transactional analysis, Johari window, Group Formal and informal groups and Dysfunctional group.

Organizational change: Concept, Organizational resistance to change, Planning to overcome change.

Management practices of: Narayan Murthy, Azim Premji, Ratan Tata, Kiran Mazumdar- Shaw

Section-B

Case Study: Sufficient number of cases should be discussed in each unit.

MANAGERIAL ECONOMICS (MHA-102)

Section- A

UNIT-I

Introduction: Nature and scope of managerial economics, Microeconomics and Macroeconomics, Objectives of business firm, Fundamental concepts of business decision Viz- Opportunity cost, Marginal principle, Incremental principle, Contribution, Equi-Marginal principle and Time perspective in decision making.

UNIT –II

Analysis of demand- Introduction, Meaning, Utility, Law of diminishing marginal utility, Cardinal utility approach, Consumer's equilibrium, Ordinal utility approach.

Meaning, Nature & Properties of Indifference curve., concept of consumer surplus

Law of demand, Analysis of market demand, Demand function, Elasticity of demand, Uses of elasticity in decision making, supply and law of supply

UNIT –III

Theory of cost- Introduction, Cost concepts, Cost output relationship in the Short run and in the Long run, Economies and Diseconomies of scale, Revenue concepts

Theory of production- Introduction, Production function, Short run laws of production, Production with one variable input, Long-term law of production, Production with two variable inputs.

UNIT-IV

Market structure and pricing decisions - Introduction, Market structure and pricing decisions, Price and output determination under Perfect competition, Price determination under pure Monopoly and price discrimination, Pricing and output decision under Monopolistic competition. Pricing and output decision under Oligopoly.

Pricing Strategies: Full cost pricing, product line pricing, price skimming, penetration pricing, transfer pricing, dual pricing

Section-B

Case Study: Sufficient number of cases should be discussed in each unit.

MANAGEMENT ACCOUNTING (MHA-103)

Section – A

UNIT-I

Accounting: Meaning, Objectives, Accounting principles and concepts, Accounting principles terminology of accounting.

The basic accounting cycle, Business transactions and the accounting equation, Transactions that affect Assets, Liabilities, and Capital, Transactions that affect Revenue, Expenses, and Withdrawals.

UNIT-II

Rules of debit–credit functions: Recording transactions in a general journal, Posting journal entries to general ledger accounts

Depreciation: Meaning and methods SLM and WDV, Trial balance, Balance sheet, and Income statement. (With Adjustment)

UNIT-III

Budgetary planning and control: Nature, Objectives and advantages of budgeting preparation of the master budget and supporting subsidiary budgets including sales, Production, Raw materials, Purchases, Direct labor, Cash budget and Flexible budget.

UNIT –IV

Financial statement analysis: Ratio analysis- types and calculation, Comparative and common size financial statement, Preparation and calculation of Fund flow and Cash flow statement (Accounting Standard- 3 Revised)

Basic cost concept, Cost sheet, Cost- marginal costing and Cost volume-decision making: Selection of product mix, Key factor problems, makes or buys decisions.

Section –B

Case study: Sufficient number of cases & numerical problems should be discussed in each unit.

NOTE: In the examination minimum 75% weightage will be given to numerical or application oriented problems.

OPERATIONS RESEARCH (MHA-104)

Section A

UNIT-I

Introduction to Quantitative Techniques: Concept model building for business decisions, Role and scope of models in business and industry.

Matrix: Definition of a matrix, Types of matrices, Algebra of matrices (Addition, Subtraction & Multiplication), Transpose, Ad joint and inverse of a matrix, Solve linear equations by using matrices.

UNIT-II

Linear Programme: Problem formulation, Methods of solution- Graphical, Simplex including Big M., Elementary ideas about Duality & Integer programming (Theory only), an introduction to use of MS Excel to solve LPP.

UNIT-III

Decision Theory: Decision making under uncertainty- Criterion of Laplace, Optimistic, Pessimistic, Hurwicz, Savage, Decision making under risk- Criterion of Maximum likelihood & Expectation, Decision Tree- Applications, Decision making in a competitive situation, An introduction to use of MS Excel to solve decision theory.

Game Theory: Types of games, two person zero sum games, Pure & Mixed strategy method of solution.

UNIT –IV

Probability: Concept, Approaches, Additional & Multiplication theorem, Conditional probability.

Probability distributions- Binomial, Poisson, Normal.

Section B

Case Study: Sufficient number of cases practical problems should be discussed in each unit.

Note: In the Examination at least 75% weightage will be given to numerical or application oriented questions.

BUSINESS ENVIRONMENT (MHA-105)

Section-A

UNIT-I

Theoretical framework of Business Environment: Concept, Significant and nature of business environment, Elements of environment – Internal and External, Techniques of environmental scanning and monitoring, changing dimensions of business environment.

UNIT-II

Economic Environment of Business: Economic systems and Economic planning in India, formation & objectives of NITI Aayog, Types of indicators : GDP and concept of National Income , Inflation causes and remedial measures, Key features & role of Fiscal policy , Monetary Policy, Exim Policy, Industrial Policy, New foreign trade policy, MSME in India.

UNIT-III

Political & Legal Environment in India: Political institutions in India-legislative, Executive and Judiciary- A brief review of their function, Indian Constitution- Fundamental rights and directive, principles and their influence on Indian Business, Introduction of Intellectual Property Rights, FEMA

Social and Cultural Environment: critical elements of Social-cultural Environment, Social responsibility of business, Consumerism in India.

UNIT –IV

International Environment: Multinational Corporations, International financial institutions- WTO, World bank, IMF and their importance to India, Overview of India's foreign trade concept of balance of trade and payment and their impact, An overview of TRIP, TRIMS and the objectives of major regional groupings namely - NAFTA , ASEAN , EEC , & SAPTA,EU

Section-B

Case Study: Sufficient number of cases should be discussed in each unit.

INFORMATION TECHNOLOGY FOR MANAGERS (MHA-106)

Section A

UNIT-I

Introduction to computers- Definition, fundamental, technical and commercial classification of computer, characteristics of computer systems, types of Software, introduction to languages, compiler, interpreter and assembler.
Fundamental of Operating System- Definition, various functions and types.

UNIT-II

Introduction to MS Office and Packages: MS-Word – Introduction, Start MS Word, MS Word screen & its component, Editing a Document, Formatting text and Paragraph, Finding & Replacing Text, Template and Wizards, Spell Check and Mail Merge.
MS Excel: Introduction, Start MS Excel, MS Excel screen & its component, Conditional Formatting, Use of different Charts and Graphs, Use of Function Library, Use of Sort & Filter command and Pivot Table.

MS Power Point and Miscellaneous Features of MS-Office: Creating presentation, Power Point views, Different animation effects, Use audio and video files, Use of different themes, Transition Effects and Slide Show.
Introduction to Other Features of MS-Office: MS Outlook, MS Publisher, MS Access and its uses.

UNIT –III

Computer Network and Internet: Overview of Computer Network, Types of Computer Network, Network Topology and its component (Servers, workstations, Hub, switches, cables and network interface card) **Overview of Internet and E-Commerce:** Architecture and functioning of Internet, Basic services over internet like WWW, FTP and Telnet. IP addresses, Internet Protocols, search engines. Comparison between traditional commerce and E-Commerce, Advantages and Disadvantages of e-commerce, Issues in implementing E-Commerce.

UNIT –IV

Internet & Computer Security: Introduction to Computer securities, Types of attacks, DOS attacks, virus, worms, identity, theft, Snooping & Sniffing, Firewalls, Protection, Introduction to Cyber Laws
Database: Introduction to database, Components of Database System, Types of Database, Database properties , Database model, issues with Database, Scope & limitation with Database, Application of Database, role & responsibilities of DBA, Properties of DBA

Section B

CASE STUDY: Sufficient number of cases should be discussed in each unit. Internal Evaluation will be done on the basis of practical file (MS-Word, MS-Excel & MS-Power Point) and internal test.

ECOSYSTEM & ENVIRONMENTAL MANAGEMENT (MHA-107-A)

Section-A

Unit- I

Environment Management: Fundamentals Sustainable Development, Implications growth, limits to growth, environment and business schools; Energy management: Fundamentals- Fossil Fuels use, Energy production and trade, Energy Balance.

Unit- II

Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Management System: EMS standards, ISO 14000. Environmental Auditing. Clearance/Permissions for establishing industry.

Unit- III

Environmental Management & Valuation: Environmental Accounting, Economics- Environmental Taxes shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade and Environmental Management, Debt and Environment, GATT/ WTO provisions; Environmental Laws: Acts, Patents, IPRS, Role of NGO'S , PIL.

Unit- IV

Pollution & Waste Management - Air, Water, Land Pollution, Trade in Wstes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-Ethics.

Section B

CASE STUDY: Sufficient number of cases should be discussed in each unit.

PRACTICE OF YOGA (MHA-107-B)

Section-A

UNIT-1

INTRODUCTION: Meaning Definition, Aims & Objectives Of Yoga, History & Type of Yoga, Benefits of Yoga.

UNIT-2

ASANA: Introduction of Asana, Type of Asana, Do's & Dont's of Asana, Benefits & Limitation of Asana.

UNIT-3

PRANAYAMA: Introduction of Pranayama , Type of Pranayama, Do's & Dont's of Pranayama, Benefits & Limitation of Pranayama.

UNIT-4

BANDHA & SHATKARMAS: Introduction of Bandha & Shatkarmas, Type of Bandha & Shatkarmas, Do's & Dont's of Bandha & Shatkarmas, Benefits & Limitation of Bandha & Shatkarmas.

Section B

CASE STUDY: Sufficient number of cases should be discussed in each unit.

BUSINESS PRACTICE- I (MHA-108)

(a) Case Study:

(b) 2 Cases 20 Marks each (10 Marks Oral + 10 Marks Written)

Two cases prescribed in the curriculum shall have to be analyzed by each student, wherein he shall have to give an oral presentation and shall also have to submit the written analysis as well.

(c) Industrial Review:

30 Marks (15 Marks Report+ 15 Marks Presentation)

the students has to prepare a report on anyone core economic industry of his/her choice

(d) Business Communication:

30 Marks (15 Marks Write up + 15 Marks Presentation)

Students has to give a brief write-up on following topics:

- **Business Communication** - Principles of Communication, Definition, purpose, process.
- **Types** – Verbal, Non-Verbal (Body Language),
- **Barriers to communication, and how to remove barriers**
- **The importance of the four skills** (listening, speaking, reading and writing) and strategies for developing the skills.
- **Listening:** barriers, strategies for improving listening skills
- **Speaking:** the characteristics of effective speech: voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture.
- **Reading** : developing reading skills and strategies, skimming and scanning
- **Written Communication** – Application, Letter, Notice, Memo, Report writing, Speech. Agenda, Minutes etc. and Business Letters – Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement
- **Presentation Skills** - Importance of body language and grooming in presentation, formal dressing for presentation, preparation of visual aid, group presentation, delivery of content.
- **Resume' writing**
- **Book Review** and report writing presentation (Skit Form)
- **Evaluation criteria:**

Internal Marks- 50

Case study- 20 marks, Industrial review-15 marks, Business communication- 15 marks

External marks- 50

A comprehensive Viva-voce of case study, Industrial review and business communication will be conducted.

MBA

(Hospital Administration)

II Semester

2017-2019

Faculty of Management

MBA in Hospital Administration

SECOND SEMESTER MBA (Hospital Administration)		Marks		
Code No.	Name of Subject	External Marks	Internal Marks	Total
MHA -201	Marketing Management	70	30	100
MHA -202	Production & Operations Management	70	30	100
MHA -203	Financial Management	70	30	100
MHA -204	Research Methodology	70	30	100
MHA -205	Management Information System	70	30	100
MHA -206	Human Resource Management	70	30	100
MHA -207-A	Business Regulatory Framework	70	30	100
MHA -207-B	Disaster Management	70	30	100
MHA -208	Business Practice - II	50	50	100
Total		540	260	800

Examination:

1. In Each paper, from the Code Nos. 201 to 207, 70% marks shall be for external examination & remaining 30% shall be for internal assessment.
2. Code No. 208, 50% marks shall be for external examination & remaining 50% shall be for internal assessment.
3. No student shall be considered to have pursued a regular course of study unless he/she is certified by the Head of the Institute/ Dean of the Faculty to have attended atleast the three-fourth of the total number of classroom sessions conducted in each paper. Any student not complying with this requirement shall not be allowed to appear in the examination.

Promotion and Span:

- (a) The maximum permissible span of the programme is of four years from the date of registration in the programme.
- (b) The minimum marks for passing the examination for each semester shall be 40% in each paper and 50% in aggregate for all papers in each semester.
- (c) The degree shall be awarded to successful students on the basis of composite performance in all the semesters:
Securing 60% and above : I Division
All others : II Division
- (d) A student to be eligible for award of degree has to clear all the papers offered during the two-year MHA programme within this span.
- (e) University may change the guidelines if required.
- (f) The students who have due papers, on completion of the four semesters would be allowed to appear in the special Summer Semester Examination to be held for allowing them to clear their due paper(s) or to improve in papers wherein they have scored less than 50 % marks.

MARKETING MANAGEMENT (MHA-201)

Section A

Unit I

Marketing: Concepts and orientations, Marketing Functions, Marketing in modern context, Marketing Planning & Marketing Process, Strategic Planning, Marketing System Approach & Marketing Environment

Unit II

Marketing Information System: Concept and Components. **Consumer Behavior:** Buying Models, buying process, Factors influencing consumer buying behavior. **Marketing Research:** Concept, Process, Scope and Significance.

Unit III

Market Segmentation, Targeting & Positioning, Product Decisions: Product Mix, Differentiation & Positioning, New product development, Consumer adoption process, Product Life Cycle and strategies, **Pricing Decisions:** Objectives, Factors affecting pricing decisions, Pricing Methods.

Unit IV

Channel Decisions: Nature and types of Marketing Channels, Channel Design and Channel Management Decisions, Retailing, Promotion Decisions : Communication process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Personnel selling.

Section – B

Case study: Sufficient number of cases should be discussed.

PRODUCTION & OPERATIONS MANAGEMENT (MHA-202)

Section - A

Unit – I

Theory: Production & Operations Management-Introduction, Nature and Scope, Duties & Responsibilities of Production Managers. Operation Strategy and Facility Location: Importance, factors & steps.

Practical Problems: Transportation and Assignment Problems.

Unit – II

Theory: Process Planning, Types of Manufacturing Systems & Layouts, Layout Planning, Materials Management -An Overview, Material Handling-Principals-Equipments, Production Planning And Control -In Mass, Batch & Job Production Systems. Inventory Control Techniques, JIT.

Practical Problems: Line Balancing-Problems, Economic Batch Quantity, Inventory Control: EOQ Models-Price Break, Batch, Shortage

Unit – III

Theory: An Overview of Capacity Planning, Aggregate Planning & Maintenance Management. Work Study, Method Study, Work Measurement, Work Environment-Industrial Safety. Concept of Total Quality (TQ). International Quality Certifications and Other Standards.

Practical Problems: Statistical Quality Control: For Variables and Attributes.

Unit – IV

Theory: ERP and Business Process Engineering Maintenance Management. Computer Aided Manufacturing (CAM), Artificial Intelligence & Expert Systems.

Practical Problems: Project Management: PERT & CPM, Simulation.

Section – B

- **Case study:** Sufficient number of cases should be discussed.
- **Note:** In the Examination minimum 50% weightage for Numerical or application oriented problems.

Financial Management (MHA-203)

Section- A

UNIT-I

Financial Management: Meaning, importance and objectives, Organizational structure, conflicts in profit v/s (wealth) maximization. Principle, function of chief financial officer. Time value of money: Compounding, Discounting, and Doubling.

UNIT-II

Risk and Return: Overview of capital market theory, Beta Estimation, CAPM and APT.

Working Capital: Working Capital estimation, Treasury management. Receivable management: credit policy, collection policy, Inventory management: Modern Methods, Traditional Method. Financing of working capital

UNIT-III

Cost of Capital: Meaning, Importance and types, weighted average cost of capital.

Capital Budgeting: Meaning and nature of Capital Budgeting, Capital Budgeting process, Discounted and Traditional Methods.

UNIT-IV

Financing Decisions: Concept of operating and financial leverage. Capital Structure: Introduction, Net Income Approach, NOI Approach, Traditional Approach, TQM Approach, Dividend policy various models.

Section B

- **Case Study:** Sufficient number of case should be discussed.
- **Note:** In the Examination minimum 50% weightage for numerical or application oriented problems.

RESEARCH METHODOLOGY (MHA-204)

Section - A

Unit-I

Research - meaning, scope, significance and Types. Characteristics of good research, Research: Scientific Method. Research Process, Formulation of research Problem, and Types of Research Design: Exploratory, Descriptive, Diagnostic and Experimentation.

Unit-II

Data: Primary and Secondary Data. Data Collection Methods - Observations, Survey, Interview, Schedule, Questionnaire and Panel Research. Qualitative and Motivational Research Techniques. Measurement & Scaling Techniques, Sampling: Meaning, Types of Sampling - Probability and Non Probability Sampling Techniques, Errors in Sampling, Concept of measurement – Reliability & Validity tools, Data Analysis: Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.

Unit-III

Analysis of Variance: Standard Deviation, coefficient of variance – Co-relation and Regression

Hypothesis: Meaning, Types, Characteristics, Sources, Formulation of Hypothesis, Errors in Hypothesis Testing. Parametric and Nonparametric test: T-test, Z-test, Chi-square, F-test, U-Test, Rank-Sum Test, Run test, K-W test.

Unit-IV

Report Writing: Writing Research Report, Presentation, Bibliography and References. Introduction to Use of Computers Software like SPSS/ Systat for T-test, Z-test, Chi-square and ANOVA.

Section – B

- **Case study:** Sufficient number of cases should be discussed.
- **Note:** In the Examination minimum 50% weightage for Numerical or application oriented problems.

MANAGEMENT INFORMATION SYSTEM (MHA-205)

Section A

Unit-I

Management Information System:

Introduction to Data, Types of Data. Information concepts, types of information, attributes of effective information, Concept of System.

Information System: definition of information System, elements of information system , evolution of information system, scope of information, dimension of information, importance of information, formal & informal information. Information as strategic resource, use of information for comparative advantage

Unit-II

Definition, Scope, Characteristics. Purpose and objectives of MIS, contemporary approaches to MIS, MIS as an instrument for organizational change.

Types of Information System: Transaction Processing System (TPS), office Automation System (OAS), Knowledge Management System (KMS), Management Information System (MIS), decision support systems (DSS), Types of DSS, Components of DSS, Characteristics of DSS, Application of DSS, Executive Support System (ESS), , Expert System (ES), Application of ES.

Unit-III

Concept of System: types of Systems, close system and open system, , system development process, models of system development (waterfall, iterative, prototype, spiral & agile)

Introduction of Enterprise Resource Planning (ERP): Features, selection, issue & challenge in implementation, Customer Relationship Management (CRM), Supply Chain Management (SCM), e – governance.

Unit-IV

Introduction to Business Intelligence: Origins and Drivers of Business Intelligence, General Process of Intelligence Creation and Use, Characteristics Of Business Intelligence, Structure And Components Of Business Intelligence, Successful Business Intelligence Implementation, Business Analytics - Online Analytical Processing (OLAP) Reporting and Queries.

Section – B

- **Case study:** Sufficient number of cases should be discussed.

HUMAN RESOURCE MANAGEMENT (MHA-206)

Section A

Unit-I

HRM: Concept, Definition, HR Functions, Human Resource Policies, Role of HR Executive, Challenges to HR Professionals, Human Resource planning-, Job Analysis, Job Design, Recruitment, Sources of recruitment, Selection, Stages in selection process. Emerging horizons in HRM. SHRM: Meaning & definition, objective, approaches and process.

Unit-II

Management and Development of Human Resource :- Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Concept & process of HRD, HRD mechanism, HRD for Organizational Effectiveness

Appraising and Improving Performance: Basic Concepts Objectives and Process of Performance Appraisal Systems, Appraisal Vs. Performance Management, Types of Employee Appraisal Systems, Succession Planning, Career Planning.

Unit-III

Compensation Management & Incentives: Job evaluation- Definition, Objectives, Principles, Process & Techniques of Job evaluation, Advantages & Limitations of Job Evaluation, Concept of wage & salary administration, purpose, principles, concepts, types of incentive plans, Concept of Rewards, employee Benefits.

Unit-IV

Employee Relations: Grievance handling- Concept of grievance, Cause of grievance, Need for a grievance redressal procedure, Steps in a grievance redressal procedure.

Disciplinary Action: Definition & Concept of discipline, Aims & Objectives of discipline, Forms & Types of discipline, acts of Indiscipline or Misconducts, Disciplinary procedure, Disciplinary actions.

Quality of Work Life: Definition & concept of QWL, Methods to improve QWL, Benefits of QWL Program

Section – B

Case study: Sufficient number of case should be discussed.

BUSINESS REGULATORY FRAMEWORK (MHA-207-A)

Section – A

Unit I

The Indian Contract Act, 1872: Definitions (Contract, Agreement), Essential Features of a valid contract, classification of contracts, offer & acceptance, essential features of a valid offer & acceptance, Types of offer, revocation of offer, consideration, essential features of a valid consideration, contracts without consideration, capacity to contract, free consent, Discharge of Contracts: meaning; methods of termination or discharge of contract.

Contract of Guarantee- Meaning, Nature-, Features- Types of Guarantee, Surety and co-surety, Rights & Liabilities

Unit- II

The Sale of Goods Act, 1930 :Introduction, definition; goods and their classification; sale and a agreement to sell; essential elements of contract of sale; sale distinguished from hire purchase and installment sale Conditions and Warranties: distinction between condition and warranty; implied conditions and warranties Doctrine of Caveat Emptor and its exceptions Transfer of Ownership: passing of property from the seller to the buyer Transfer of Title by Non-owners: unpaid seller and his rights

Unit - III

Indian Companies Act: Introduction - definitions, features and types of Companies; ; Formation of Company: essential steps, procedure for incorporation, certificate of incorporation and commencement of business; Memorandum of Association and Articles of Association, alteration of Memorandum and Articles of Association, Doctrine of Ultra Vires and Indoor Management Winding up - modes, Grounds for compulsory and voluntary winding up of companies.

Unit IV

Consumer Protection Act 1986: Introduction, Definition,(Complaint, Consumer commercial purpose goods, Services), Basic Rights of consumer, Consumer Protection Councils, Redressal Machinery under the Act.

Law of Competition. Act 2002: Introduction, Important features of the Act, Important Definitions(Agreement, Cartel, Consumer, Enterprise, Goods, Services), Anti- competitive Agreements, Prohibition on Agreement having appreciable Adverse, Effect on Competition, Competition commission of India (Establishment, competition, Term of office.)

Patent Act: conceptual understanding of patents, copyrights, trademarks and designs

Section – B

Case study: Sufficient number of case should be discussed.

DISASTER MANAGEMENT (MHA-207-B)

Section – A

UNIT 1 – Meaning, Importance, Dimensions and Scope of Disaster Management, Disaster Management Cycles.

UNIT 2- Types of Disaster and its effects and damages- Natural, Unpredictable – Earthquake, Volcano, Landslides. Predictable – Cyclone, Draughts. Manmade – Industrial, Economic, Social environmental, Ecological. Partially predicable – Floods, Landslides Causes of disasters

UNIT 3 - Factors affecting damage – types, scale population, social status, habitation pattern, physiology and climate. Factors affecting mitigation measures, prediction, preparation, communication, area and accessibility, population, physiology and climate.

Unit 4 – Planning for Disaster management: Prediction: Technological development, Monitoring network, development of expertise / manpower. Preparation: Material – Relief required – sources of relief, modes and means of transport – Medical facility, communication network- Radio – T.V. – Telephones – Wireless. Physiological: Preparation of manpower, awareness of damages – Perception, reaction time. Authority: Hierarchy –Set up – direction of communication

Suggested Reading:

Disaster management – S.K.Singh, S.C. Kundu,

Disaster Administration and Management, Text & Case studies- SL Goel

Disaster Management- G.K Ghosh

Disaster Management – Vinod K Sharma- NCDM

BUSINESS PRACTICE-II (MHA-208)

Case Study:

2 Cases 20 Marks each (10 Marks Oral Presentation + 10 Marks Written) = 40 marks.

Two cases prescribed in the curriculum shall have to be analyzed by each student, wherein he shall have to give an oral presentation and shall also have to submit the written analysis.

Business Communication of 30 marks:

(6 Activities * 5 Marks) = 30 Marks.

- | | |
|-----------------------------|---------|
| 1. Presentation skills | 5 marks |
| 2. Application Writing | 5 marks |
| 3. Business Letters Writing | 5 marks |
| 4. Group Discussion | 5 marks |
| 5. E-mail etiquette | 5 marks |
| 6. CV Writing | 5 marks |

Seminar on Contemporary Issue

(15 Marks Oral + 15 Marks Written) =30 Marks

One contemporary issues concerning with Indian Corporate sector like, **merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc**, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. The student will submit written report and make an oral presentation before a panel of internal examiner.

Evaluation criteria:

Internal Marks- 50

Case study- 20 marks, Industrial review-15 marks, Business communication- 15 marks

External marks- 50

A comprehensive Viva-voce of case study, Seminar on Contemporary Issue and business communication will be conducted.

MBA

(Hospital Administration)

III Semester

2017-2019

Faculty of Management

MBA-Hospital Administration

III Semester

Code No.	Name of Subject	External Marks	Internal Marks	Total Marks
MHA-301	Basics of Epidemiology and Health System in India	70	30	100
MHA -302	Quality Management In Hospital And Accreditation	70	30	100
MHA -303	Business Ethics & Ethos	70	30	100
MHA -304	Marketing of Hospital services	70	30	100
MHA -305	Patient Behavior and Care	70	30	100
MHA -306	Hospital Operations Management	70	30	100
MHA -307	Basic Life Sciences and Hospital Management	70	30	100
MHA -308	Summer Internship and Viva Voce	70	30	100

Examination:

1. In Each paper except for Practicals 301 to 308, 70% marks shall be for external examination & remaining 30% shall be for internal assessment.
2. Internal assessment shall be based on Internal Test, Participation in class & Assignments and all will carry equal marks.
3. No student shall be considered to have pursued a regular course of study unless he/she is certified by Head/ Dean of the department/ Faculty to have attended the Three-fourths of the total number of classroom sessions conducted in each paper. Any student not complying with this requirement will not be allowed to appear in the examination.

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 All others : IInd Division
7. A student to be eligible for award of degree has to clear all the papers offered during the two-year programme within the span period.
8. University may change the guidelines if required.
9. Students have due papers, on completion of the four semester would be allowed to appear in the special summer semester examination to be held for allowing them to clear the due papers or to improve in papers with less than 50 % marks.

BASICS OF EPIDEMIOLOGY AND HEALTH SYSTEM IN INDIA (MHA-301)

Section A

UNIT I

Essentials of Demography and Population Sciences

Basic concepts and methods of Epidemiology, health for all and primary health care – clinical trials, immunization and isolation system, emergency epidemic management system.

UNIT II

HEALTH PROGRAMMES

- A) National health programmes related to communicable diseases – Tuberculosis, AIDS, STD, Leprosy, and Malaria.
- B) National health programmes related to noncommunicable diseases-Cancer, Diabetes
- C) Alcoholism & Rehabilitation, Reproductive and child health programmes.

UNIT III

Health Care Waste Management

- A) Definition and classification of Health Care Waste, Risks associated with Health care Waste.
- B) Specific management of Health Care Waste, Development of protective measures of Health care waste management Staff and Environment.

UNIT IV

Health care in India, Health Planning and management

Health care issues, Health care Infrastructure, health Planning in India and their Management.

Section-B

Case study: Sufficient number of cases should be discussed in each unit.

QUALITY MANAGEMENT IN HOSPITAL AND ACCREDITATION (MHA-302)

Section A

Unit I

Fundamentals of Quality management: Introduction – Objectives – Historical Background – Evolution of concept, defining quality, present international scenario, Indian scenario.

Organization wide Quality Improvement in Health Care: A Quality Improvement model of daily Patient Care – Quality Assurance and Quality Improvement.

Unit II

Assessing Quality Health Care: The measurement of Quality – Procedure for formulating explicit Criteria and standards – Determinates of Quality-Structure – Process – Outcome – PDCA cycle-Improving Hospital Performance –Patient Participation – Quality Health Care through Patience satisfaction- Quality Tools – Background of Quality outcome – What is Quality outcome – and what is outcome management?

Unit III

Total Quality Management: Concept of TQM – Kaizen – 5S

Improvement of quality of services in hospitals : Essentials of Quality improvement in health care services – how to improve the Quality of services in hospital, improvement of Quality in health care implementation.

Unit IV

Certification & Accreditation of hospitals: NABH Accreditation –Brief overview about : ISO certification – JCAHO – JCI Accreditation-Six Sigma –Ideal approach to Quality- Benefits

Section-B

Case study: Sufficient number of cases should be discussed in each unit.

Section-A

UNIT-I

Introduction to Ethics:- Nature, Scope and Purpose of Ethics, Ethos, Values and Ethics, Ethical dilemma, Business Ethics- Concept, Nature, Scope and Purpose & Significance of Ethics in business, How to resolve ethical dilemma in business, Evolution of study of business at B-Schools, Causes and Consequences of unethical business.

UNIT-II

Relevance of Values: Concept of Value, Value and Skills, Characteristics of values, Types of values, Process of formation of values, Purpose and Significance of values in business management by values (value based leadership), Current issues in values in business. Ethics and moral decision making, Various western theories and approaches, Holistic decision making v/s rational decision making.

UNIT-III

Corporate Social Responsibility: Concept of CSR, Four faces of CSR, Evolution of the concept, Consequences of social responsibility of business, why should business accept social responsibility? Barriers in CSR implementation, Managing CSR in a company, CSR accounting and audit, Emerging trends in India (Sustainability, inclusive growth, Shared social responsibility), Cases on CSR and Corporate social irresponsibility.

Corporate Governance: Concept, Purpose, International practices or models, Best CG practices (various committee recommendations), Benefits and Barriers, Ethics in select areas of management: Ethics in advertising, Finance, Investment and Technology management.

UNIT-IV

Indian Ethos: Concept ,Purpose, Relevance and Sources of India Ethos, Salient features of Indian Ethos which make Indian management better than western management, Self- management total quality mind, Intuition, Holistic brain, Sanskaras, Nishkam Karma, Svabhava: Based Swadharma, Theory of Gunas and Trigunas (SRT), Relevance of Sri Bhagavad Gita for management, Gita is best exposition of Vedantic Philosophy.

Section-B

Case Study: Sufficient number of cases should be discussed.

MARKETING OF HOSPITAL SERVICES (MHA-304)

Section A

Unit-I

Marketing Concepts and orientations, Marketing Tasks, Marketing in modern context. Strategic Planning, Marketing System & Marketing Environment, Marketing Planning & Marketing Process.

Unit-II

Pricing of various services Marketing strategy, evaluation and control Service Marketing – Patient care and communication

Unit-III

Advertisement and Branding Marketing promotional activities corporate marketing, marketing for TPA and Cash Patients .

Unit-IV

Marketing and medical ethics Social aspect of marketing

Section-B

Case study: Sufficient number of cases should be discussed in each unit.

PATIENT BEHAVIOR AND CARE (MHA-305)

Section A

Unit I

Introduction – Patient Rights -Patient Behavior– Models of Patient Behavior-Patient Motivation – Patient Perception –

Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion

Leadership – Family Decision Making-

Unit -II

Policies and procedures of the hospitals for patients and personnel: Service Buying Behavior – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria-Audit of Patient Behavior.

Unit -III

Patient care : 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 : 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.

Section-B

Case study: Sufficient number of cases should be discussed in each unit.

HOSPITAL OPERATIONS MANAGEMENT (MHA-306)

Section A

Unit-I

Front Office-Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead. Maintenance and Repairs Bio Medical Equipment-

Unit II

Clinical Services- Clinical Departments – Out patient department (OPD) –

Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co-ordination.; Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

Unit III

Supporting Services – House Keeping –Linen and Laundry, - Food Services -Central Sterile Supply Department (CSSD)-

Unit IV

Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of lay outs – product, process, service facility layout; Introduction, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipments.

Productivity measures, value addition, capacity utilization, productivity – capital operations, HR, incentives calculation, applications in hospital

Section-B

Case study: Sufficient number of cases should be discussed in each unit.

BASIC LIFE SCIENCES AND HOSPITAL MANAGEMENT (MHA-307)

Section-A

Unit-I

Elementary Human Anatomy and Physiology-Brief introduction about cell and tissues in human body. Preliminary knowledge of Digestive system, Respiratory system, Circulatory system, Central Nervous system, Musculo-skeletal system, Reproductive system, Excretory system, Endocrine glands, & Special senses.

Unit-II

Illness-Defining Health and Illness. Indicators of health, Level of health care, Classification and description of Disease, Modes of Intervention, Basic Measurements in Epidemiology.

Unit-III

Infection Control-Nosocomial Infection, Asepsis, Reservoir, Carrier and mode of transmission of Communicable Diseases, Infection Control Measures, Disinfection, Sterilization and Aseptic technique.

Unit-IV

Departmentation in Hospitals-Objectives, introduction, function -Clinical (OPD, IPD, Emergency, Laboratory, Radiology, Pathology, Medicine, Surgical, Maternity, Physical medicine & Rehabilitation, Physical Therapy, Occupational Therapy, Pulmonary Medicine, Nursing, Psychiatric Dept, Critical care, Cardiology, Dental, Ophthalmic, Paediatric dept., Gynaecology, Gastroenterology, Haematology, Nephrology, Oncology, Dietetics, Otolaryngology, Urology, Micrology); Non-clinical (Pharmacy, Medical records, CSSD, general Stores, Food Service, Laundry & Linen dept., Housekeeping, Maintenance, Engineering, Health Information management, Emergency management,), Administrative (Front Office, Back Office, HRD, material management/purchase Dept., Accounts, Safety & Security, Training & administration, Marketing, Legal Dept, IT, Medical Communications, Insurance, Public relations, Quality mang.), Research Dept.

Section-B

Case Study: Sufficient number of cases should be discussed in each unit

Summer Internship and Viva Voce (MHA-308)

MBA

(Hospital Administration)

IV Semester

2017-2019

Pacific University
Faculty of Management
MBA-Hospital Administration
(Fourth Semester)

Code No.	Name of Subject	External Marks	Internal Marks
MHA-401	Project Management & Entrepreneurship Development	70	30
MHA-402	Business Policy and Strategic Management	70	30
MHA-403	Hospital Design and Planning	70	30
MHA-404	Health laws and Ethics management in Hospitals	70	30
MHA-405	Disaster & Risk Management in hospitals	70	30
MHA -406	Hospital based health care and its Changing Scenario	70	30
MHA-407	Live Research Project	140	60

Regulations:

General Rules:

1. In Each paper, from the Code Nos. 401 to 406, 70% marks shall be for external examination & remaining 30% shall be for internal assessment.
2. Internal assessment shall be based on Internal Test with the weightage of attendance in class, assignment and participation in SDPs. However, the student shall get this weightage only if he/she would appear this.
3. No student shall be considered to have pursued a regular course of study unless he/she is certified by Head/ Dean of the department/ Faculty to have attended the Three-fourths of the total number of classroom sessions conducted in each paper. Any student not complying with this requirement will not be allowed to appear in the examination.

Span Period and Promotion:

4. The span period of the programme is four years from the date of registration in the programme.
5. The minimum marks for passing the examination for each semester shall be 40% in each paper and 50% in aggregate for all papers in each semester.
6. The degree shall be awarded as under to successful students on the basis of composite performance in all the papers of all semesters:

Students securing 60% and above	: I Division
All others	: II Division
7. A student, to be eligible for award of degree, has to clear all the papers offered during the two-year programme within the span period.
8. University may change the guidelines if required.
9. Students having due papers, on completion of the four semesters would be allowed to appear in the special summer semester examination to be held for allowing them to clear the due papers or to improve in papers with less than 50 % marks

PROJECT MANAGEMENT & ENTREPRENEURSHIP DEVELOPMENT (MHA-401)

Section-A

UNIT – I

Project Management – An Overview, Project, Concept, Classification of Projects and Development, External and Internal Causes of Delay, Project Assets, Issues and Problems, Strategic Variables: Contractual/Legal, Engineering/Technology, Financial And Economical, Post-commissioning operations, social and human aspects, Material problems - Project Formulation checklist.

Managing Resources: Managing Resources Phases from Project Planning to Project Completion, Pre-investment, Investment and Operational phase, Capital Cost-Time & Value System, Project Feasibility Studies, Prefeasibility Studies & Components of Project Feasibility Study.

UNIT – II

Financial Evaluation Of Projects: Financial Evaluation of projects under certainty, Pay Back Method, Average Rate of Return Method, Net Present Value method, Project Evaluation under Uncertainty and risk.

Appraisal Process: Concept and The Methodology for Project evaluation, Commercial vs. National Profitability, Social Cost Benefit Analysis & Commercial profitability, International Project Appraisal

UNIT – III

Entrepreneur and Entrepreneurship: Introduction, The concept of Entrepreneur, Characteristics of an entrepreneur, Qualities of an Entrepreneur, Distinction between an entrepreneur and a manager, Types of entrepreneur, Concept of entrepreneurship, Scope of entrepreneurship, Factors affecting entrepreneurial growth.

Promotion of a venture: Opportunities analysis; External environmental, analysis-economics, social, and technological; Competitive factors; legal, requirements for establishment of a new unit, Project Formulation, Raising of funds; Venture capital sources and documentation required, Social responsibility. Role of a capital fund.

UNIT – IV

Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements: role of Government in organizing EDPs; Critical evaluation.

Role of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries.

Section-B

Case Study: Sufficient number of cases should be discussed.

BUSINESS POLICY AND STRATEGIC MANAGEMENT (MHA-402)

Section-A

Unit-I

Introduction: Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance. Introduction to Strategic Management-Concept importance of strategic Management, Strategic & Competitive Advantage, Strategic Planning & Decisions, strategic Management Process.

Unit-II

Top Management Perspective: Establishment company direction-developing strategic vision, setting objective and crafting a strategy-Internal & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.

Unit-III

Analyzing Business Environment: Analysis of Business environment at 3 levels-Macro external environment analysis, external environment analysis (Industry analysis and competitor analysis) porter's five forces and competitor analysis framework, and firm level internal analysis.

Identifying alternative strategies: Grand strategies: stability, growth, retrenchment & combination strategies.

Unit-IV

Competitive Strategy and Competitive Advantage: Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain, the Value Chain and Generic Strategies, Mergers & Acquisitions

Section-B

Case study: Sufficient number of cases should be discussed.

Hospital Design and Planning (MHA-403)

Section A

UNIT I

Process of Planning and Market Research: Health care in India, Stakeholders, Project Research, Feasibility Study, Essentials of Hospital Planning-Choosing a site, master Plan, Planning for growth and change, Other Considerations, Hospital Engineering, Hospital Hygiene, The Architect point of view.

UNIT II

Steps involved in Hospital Design: Planning the Grid, Circulation, Special Considerations of designing for the disabled, Health premises- Parking, approach to building, Internal Circulation, vertical circulation, Outpatient and Inpatient areas, Ward facilities and Other features.

UNIT III

The Design Process: The Architectural Design work process- Site, building, Engineering, Equipment, Systems, The Production Phase, Bidding Requirements and procedure; Planning for Inpatient wards- Classification, Inpatient nursing units, location, accommodation, ICU's, special nursing units.

UNIT IV

Planning of Clinical and Non-Clinical Departments: General Considerations, Departmental functions, Criteria for development sizing, Composition of the Department, Workflow, Design issues in ICU, Maternity/Obstetrics Department, Patient and Workflow, Co-ordination between all departments, special planning and design considerations; Pathology lab- location, considerations; radiology and other diagnostic departments; Support Services –Food-Service Department, Central Sterile Department, The Pharmacy, Environmental and linen services, Engineering and maintenance department, Material management dept., Safety and Security Services.

Section B

Case Study: Sufficient number of cases should be discussed.

Health laws and Ethics Management in Hospitals (MHA-404)

Section A

UNIT I

Policies and Guidelines adopted by the Ethics Committee: Accessing the ethics Committee, Ethics Committee Mission statement, Policies and Procedures of Hospital Ethics Committee-Function, appointment & membership, Jurisdiction, Procedures, meeting, record keeping, liability, Adoption & approval of Policies and Procedures. .

UNIT II

Patient Rights and Organizational Ethics Committee: Advance Directives- Introduction, Treatment Directives and Living wills, Proxy Directives and Durable Power of Attorney, Implementation.

UNIT III

Guidelines for DNR (Do Not Resuscitate) Orders: Rationale and Objectives, Procedures for Implementation, Guidelines for Decision making, DNR Orders, Documentation, Review, Renewal and Revocation.

UNIT IV

Ethical Principles and laws: The principle of Autonomy, the principle of beneficence, the principle of Justice, the principle of Equity, General acts or Legislations to Hospitals, Medical acts, Professional negligence and the law of Negligence.

Section B

Case Study: Sufficient number of cases should be discussed.

Disaster & Risk Management in hospitals (MHA-405)

Section A

UNIT I

Introduction: Objectives, Classification, Disaster cycle, Phases of a disaster, Disaster Impact- general considerations, concept of triage in disaster, medical command post, Disaster preparedness plan, Essentials of Disaster management Plan and training Requirements.

UNIT II

Impacts of Disaster: Causes of Disaster, Effects of Disaster and rehabilitation, Sustainable Development and Mitigation, Humanitarian action and response, Role of Hospital in Patient care during Disaster.

UNIT III

Essential of Hospital Disaster plan: Objectives, Introduction, aim of disaster plan, Principles of Disaster plan, Organization of Health Services for Disasters, facilities and space equipment needed during disaster, Incident Command system, Levels of Operations during Disaster management.

UNIT IV

Hospital Plan for Disaster management: Preparation of Emergency Department for Mass Casualty Incident; mass casualty management Committee, Department wise preparedness- Incoming patient area, Patient care in casualty (triage), Inpatient services by medical staff, Nursing services, support services.

Section B

Case Study: Sufficient number of cases should be discussed.

Hospital based Health Care and its Changing Scenario (MHA-406)

Section A

Unit I

Overview of hospital and Health care perspectives: Concept of Modern Hospital in the changing scenario, privatization in health sector; Public sector hospitals and level of health care facilities; health care delivery system in India at primary, secondary and Tertiary care, Indigenous system of medicine in India, Community participation in health care delivery system, health system in developed countries.

Unit II

Globalization: Effects of Globalization in Health care, Concept of Corporate Hospitals in developing Countries, Infrastructure and layout of an Ideal Corporate hospital, Functioning of Modern Hospitals & changing need of patients, Hospitality in Hospital care, care offered in specialty and super specialty Hospitals.

Unit III

Health Scenario of India and International Health: Basic health scenario of India-past, present and future; World health Organization-basic objective, membership and work of WHO; UNICEF & its services; General work of UNDP, FAO & ILO.

Unit IV

Health Education and Communication: Definition, Aims and Objectives of health Education, Methods & Effects of health Education; levels and practice of health education; Planning and management of health education; Definition and general function of health Communication.

Section B

Sufficient number of cases should be discussed.

MHA-407	Live Research Project	140	60
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