

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

SEMESTER- FIRST

Total Credits = 26

SEMESTER 1 st		Contact Hrs			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBADS2-101	Introduction to Health Services	4	-	-	40	60	100	4
MBADS2-102	Organization Behaviour	4	-	-	40	60	100	4
MBADS2-103	Hospital Financial Accounting	4	-	-	40	60	100	4
MBADS2-104	Biostatistics	4	-	-	40	60	100	4
MBADS2-105	Health Economics	4			40	60	100	4
MBADS2-106	Communications in Hospitals	2	-	2*	40	60	100	3
MBADS2-107	Computer Applications in Hospital Services	2	-	2*	40	60	100	3
Total		24	-	4	280	420	700	26

SEMESTER - SECOND

Total Credits = 24

SEMESTER 2 nd		Contact Hrs			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBADS2-201	Legal and Medical Issues in Hospitals	4	-	-	40	60	100	4
MBADS2-202	Research Methodology	4	-	-	40	60	100	4
MBADS2-203	Hospital Financial Management	4	-	-	40	60	100	4
MBADS2-204	Human Resource Management	4	-	-	40	60	100	4
MBADS2-205	Healthcare Marketing	4	-	-	40	60	100	4
MBADS2-206	Hospital Administration Skill Lab	-	-	4**	60	40	100	2
MBADS2-207	Bio-Medical Waste Management and Infection control	-	-	4**	60	40	100	2
Total		20	0	8	320	380	700	24

Note: Summer Training for 6-8 weeks in AIIMS at the end of 2nd semester

*Note - *1 lab of 2 hours*

*** 2 labs of 2 hours each.*

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

Course Description

Pedagogy

1. The medium of delivery of course will be English.
2. Subject wise small projects will be given to students for better clarity of concepts in context of business scenario.
3. For sharpening the communication skills of students, presentations will be conducted on individual basis or group basis.
4. Case Studies and Caselet will be discussed in the class for enhancing the decision making and analytical skills of students.
5. Labs of relevant subjects will be conducted at AIIMS and MRSPTU
6. Posting in various departments of AIIMS will be done to provide practical training during the semester.
7. Relevant articles from Newspapers, Journals and Magazines will be extracted and discussed in the class to update students with current global healthcare administrative issues.
8. Students are suggested to enroll in MOOC courses to enhance their knowledge in their interested areas.
9. Students will be encouraged to participate in various competitive events (Sports/Cultural/Academics) in different colleges and universities to enhance their leadership, team work, managerial skills, interpersonal skills and overall personality.

Attendance

The attendance requirement shall be a minimum of 80 % of the classes actually conducted in every course the student has registered for in the Academic Term

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

Scheme of Examination

The medium of instructions and examination will be English.

Distribution of Marks

Examinations	Marks
Internal	40
External	60

Internal Examinations

Category	Marks	Descriptions
MST (Mid Term Sessional Test)	24	There will be Two MSTs of 24 Marks. The average of marks of both MSTs will be taken.
Assignments	10	Four assignments will be submitted by students. Out of Four assignments, Two assignments will be theoretical and Two will be small projects based on the topics of the subject.
MCQs	6	There will be 2 MCQs. The average of both MCQs will be taken. The marks will be scaled down to 6.
Total	40	

Final Examination

1. The final examination will be of Three Hours. Total Marks will be 60.
2. The question paper will be comprised of Three Sections (A, B and C)
3. Section A (20 Marks) consists of 10 questions. Each question carries 2 Marks.
4. Section B (32 Marks) consists of Eight Questions (2 Question from each unit). Students have to attempt Four questions (One question from each unit). Each question carries 8 Marks.
5. Section C (8 Marks) consists of case study. It carries 8 Marks.

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

INTRODUCTION TO HEALTH SERVICES

Subject Code: MBADS2-101

L T P C
4 0 0 4

Duration: 60 Hrs

Course Objectives

The main aim of this course is:

1. To provide in-depth knowledge about various diseases and health indicators
2. To provide knowledge about healthcare services across various sectors
3. To give insights about medical services at society level
4. To give knowledge about various contemporary issues in health services management

Course Outcomes

After completion of this course, students will be able to:

1. Appreciate the definitions of health, disease and wellbeing
2. Enumerate commonly used medical terminologies
3. Appreciate healthcare service provisions in India and role of hospitals in healthcare delivery system
4. Differentiate different types of healthcare systems in India

UNIT- I (15 Hrs)

Health and Disease: Concept, Definitions & Dimensions of health, Wellbeing, Determinants of health, Evolution of medicine, Public Health, Health indicators, Health service philosophies, Disease & causation, Natural history of disease, Disease control & prevention, Changing patterns of disease.

Medical Sociology –Introduction Sociological perspective of health, illness and healing. Institutional perspective and Organizational perspective. Newer concepts in health –global health, planetary health, Role of hospitals in disease control.

UNIT-II (12 Hrs)

Public and Private Health Care Services in India: Evolution of public health systems in India (ancient, colonial & post-independence), Health Planning in India (Committees, Planning commission, Five year plans, National Health Policies), Public health systems in India (Center, State, District & Village level), Rural development, Corporate philosophy, Evolution and organisation of private health systems in India and Current trends in private health care in India

UNIT-III (18 Hrs)

Population Health: Introduction to population studies, Issues of Indian society & culture, Nuptiality & Fertility, Reproductive health, Population and Development (policies, programs & evaluation),

Introduction to Epidemiology: (concept, terms, aims & uses), definition of epidemic, endemic, pandemic, sporadic. Prevalence and Incidence.

Epidemiological Methods- basic idea of Cohort study, Case Control study and RCT. Epidemiology of communicable diseases (TB, STDs, Diarrhoea & HIV/AIDS) and Epidemiology of Non communicable diseases (CHD, Cancer, Diabetes, Hypertension & Obesity)

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

UNIT-IV (10 Hrs)

Contemporary Issues in Health Services Management: National Health Policy; Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A); National Vector Borne Disease Control Programme (NVBDC)

Suggested Readings

1. Oxford Textbook of Public Health by Roger Detels, Robert Beaglehole, Mary Ann Lansang, Martin Gulliford. 5th Edition. Oxford Medical Publications
2. Concepts in Health and Wellness by James Robinson, III & Deborah J. McCormick. (2011). Delmar Cengage Learning.
3. Essentials of Public Health Biology: A Guide for the Study of Pathophysiology By Constance U. Battle. Jones and Bartlett Publishers, Inc; 2nd Edition (2009)
4. Park's Textbook of Preventive and Social Medicine, 23rd Edition, (2017). K.Park. Banarsidas Bhanot publishers.
5. Management in Health Care Practice – A handbook for teachers, researchers and health professionals. Forum for Public Health in South Eastern Europe(2008)
6. Goel S L. 2001. *Health Care System and Management: Primary Health Care management*. Deep & Deep Publications: New Delhi. Vol 4

ORGANIZATION BEHAVIOR

Subject Code: MBADS2-102

**L T P C
4 0 0 4**

Duration: 60 Hrs

Course Objectives

The main aim of this course is:

1. To provide an understanding of basic concepts, theories and techniques in the organizational behaviour.
2. To understand the concept of motivation and its theories, job satisfaction and various leadership styles.
3. To provide an understanding of basic concepts, theories and techniques in the field of foundation of group behavior, group decision making and conflict management.
4. To understand human behaviour with its relevance to organizational functions.

Course Outcomes:

After the completion of this course students will be able to:

1. Understand the basic concepts of the organization behavior and personality
2. Motivate its employees, enhance job satisfaction among peers and demonstrate leadership styles
3. Perform in teams by demonstrating group behavior, and manage conflict in groups
4. Able to control negotiation, power and politics in organization environment for sustainable performance.

UNIT-I (15 Hrs)

Organizational Behavior: Concepts, Theories and organization aspects of OB, Contributing Disciplines to OB, Challenges and opportunities for OB. Foundations of Individual Behavior: Biographical Characteristics, Learning, Theories of Learning, Ability, Attitudes, Attitude Change, Values & Beliefs, Prejudices

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

Personality: Determinants of Personality, Perception, Attribution Theory, Person's Perception.

UNIT-II (12 Hrs)

Motivation: Definition & Process, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept.

Job Satisfaction: Nature & Significance of Job satisfaction

Leadership: Nature Significance & Theories; Leadership Effectiveness Model; Leadership in Indian Culture; Leadership Traits & Skills; Behavioural Styles in Leadership. Transactional Analysis, Life Position, Johari Window Model.

UNIT-III (20 Hrs)

Foundations of Group Behavior: Nature & Concept of Group Formation, Group properties: Roles, Norms, Status, Size and Cohesiveness, Stages of Group Formation, Theories of Group Formation. Teams, Work Teams, Difference between Group & Team.

Group Decision Making: Decision Making Process; Decision Making Styles; Advantages & Disadvantages of Decision Making; Techniques of Decision Making; Consensus Decision Making in Groups.

Conflict Management: Definition of Conflict, Transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual, Group Level Conflict and Organization level Conflict; Managing Organizational Conflict

UNIT-IV (13 Hrs)

Negotiations - Meaning & Definition, Negotiations Process; Issues in Negotiations

Organizational Change & Development: Understanding Organization, Managing Organization Culture and Technology, Organizational Change: Change Agents, Change Models, Resistance to Change. **Managing Power and Politics in Organization:** Nature & Concepts, Sources & Types of Power, Techniques of Politics.

Suggested Readings

1. Robbins, 'Organization Behaviour', Pearson Education, *Latest Edition*
2. Luthans, 'Organization Behaviour', Tata McGraw Hill, *Latest Edition*
3. Hersey, 'Management of Organizational Behaviour', Prentice Hall India, *Latest Edition*
4. Aswathappa, 'Organization Behaviour', Himalaya Publications, *Latest Edition*
5. L.M. Prasad, 'Organisation Behaviour', Sultan Chand & Sons, *Latest Edition*

HOSPITAL FINANCIAL ACCOUNTING

Subject Code – MBADS2-103

L T P C

Duration – 60 Hrs

4 0 0 4

Course Objectives

The main aim of this course is:

1. To acquaint the students regarding various accounting concepts and its application in managerial decision making.
2. To understand financial statements of cashflow and balance sheets.
3. To understand the appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.
4. To make students understand about the financial reporting.

Course Outcomes

After the completion of this course students will be able to:

1. Identify and utilise value-relevant information contained within financial statement.

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

2. Explain the relationship between strategic business analysis, accounting analysis and financial analysis
3. Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance.
4. Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information)

UNIT-I (20 Hrs)

Accounting - Accounting as an Information System, Concepts, Convention and Principles of Accounting, Role of Accountant in an Organization, Branches of Accounting: Financial, Cost and Management Accounting and Their Inter-Relationships, Introduction of Accounting Standards.

Financial Statements - Need of Financial Statement, Nature, Objectives, Uses and Limitations of Financial Statement, Stakeholders of Financial Statements

UNIT-II (15 Hrs)

Readings of Financial Statements: Income Statement, Balance Sheet, Statement of Retained Earnings, Fund Flow Statement, Cash Flow Statement,

Cost Analysis: Marginal Costing, Break Even Analysis, Standard Costing, Variance Analysis, Introduction to Budgets and its Types.

UNIT-III (13 Hrs)

Analysis of Financial Statements with Managerial Perspective

Techniques of Financial Statement Analysis: Common Size Statements, Comparative Statements, Trend Analysis and Ratio Analysis (Liquidity, Leverage, Solvency, Turnover Ratio, Market Ratio and Profitability Ratio), Du Pont Analysis.

Analysis of Firm Performance: Time Series Analysis and Cross-Sectional Analysis,

UNIT-IV (12 Hrs)

Financial Reporting System - Content of Annual Reports, Quality of Financial Reporting, Consolidated Financial Statements, Indian Financial Reporting System, Ethical Issues in Financial Reporting (Window Dressing, Quality of Earnings, Financial Scams etc.)

Short Project

Students have to submit a mandatory project in group. The project will be equivalent to two regular assignments. (Maximum Three students can be part of one group). Students have to do financial analysis of two or more companies on the basis of their annual reports. A comparative study of Indian and Foreign companies is preferred)

Suggested Readings

1. Narayanaswamy, R., 'Financial Accounting – A Managerial Perspective', 5th Edn., Prentice Hall of India, Latest Edition
2. Gerald White, Ashwinder Paul Sondhi and Dov Fried, 'The Analysis and Use of Financial Statements', Wiley India Edn., Latest Edition
3. Gokul Sinha, 'Financial Statement analysis', Prentice Hall of India, New Delhi, Latest Edition
4. John J. Wild, K. R. Subramanyam and Robert F. Halsey, 'Financial Statement Analysis', Tata McGraw Hill Publishing company Ltd. New Delhi, Latest Edition

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

5. Stephen H Penman, 'Financial Statement Analysis and Security Valuation', Tata McGraw Hill Publishing Company Ltd. New Delhi, *Latest Edition*

BIOSTATISTICS

Subject Code – MBADS2-104

L T P C

Duration – 60 Hrs

4 0 0 4

Course Objectives

The main aim of this course is:

1. To understand the statistical methods which are applied in all functional areas of business: accounting, finance, management and marketing.
2. To enable students to understand the role and importance of Statistics in improving managerial decisions.
3. To make understanding of various research tools and techniques.

Course Outcomes

After completion of this course, students will be able to:

1. Understand the key terminology, concepts tools and techniques used in various business statistical analysis
2. Apply theory of probability, rules of probability and probability distributions for solving business problems
3. Apply techniques like regression for business forecasting
4. Demonstrate time series techniques to understand the market and economic behavior for making business decision

UNIT-I (20 Hrs)

Statistics: An Overview-Concept, Significance and Limitations, Importance and Scope of Statistics in Decision Making in Business Management.

Measure of Central Tendency: Objectives of Averaging. Requisites of Measure of Central Tendency, Mathematical Averages – Arithmetic Mean, Geometric Mean, Harmonic Mean, **Averages of Position** -Median and Mode, Partition Values- Quartiles, Deciles and Percentiles, Relationship Between Mean, Median and Mode.

Measure of Dispersion: Classification of Measure of Dispersion; Range and Inter Quartile Range, Deviation, Variance and Standard Deviation, Chebyshev's Theorem, Coefficient of Variation, Skewness and Kurtosis

UNIT-II (15 Hrs)

Correlation: Significance, Types, Methods of Correlation Analysis: Scatter Diagrams, Karl Pearson's Correlation Coefficient, Rank Correlation Coefficient, Properties of various types of Correlation

Regression: Concept of Regression and the Difference between Correlation and Regression, Lines and Equations of Regression.

UNIT-III (10 Hrs)

Time Series Analysis: Components of a Time Series, Determination of Secular Trend and Seasonal Variations in Business Data, Least Squares Method as a Tool for Forecasting.

Index Numbers: Different Methods of Constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers, Problems of Reversibility in Index Numbers

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

UNIT-IV (15 Hrs)

Probability: Definition, Types of Probability, Classical Approach, Relative Frequency and Subjective Approach to Probability, Theorems of Probability, Addition and Multiplication Laws, Bayes Theorem and its Application. Probability Distributions

Suggested Readings

1. Levin & Rubin, 'Statistics for Management', Prentice Hall
2. Beri, 'Business Statistics', Tata Mc Graw Hill
3. Sunder Rao, P.N.S. and Richard, J., An introduction to biostatistics: A manual for students in health sciences, Prentice Hall, New Delhi
4. Croucher, 'Statistics: Making Business Decisions', Tata McGraw Hill
5. Milton S.J., Statistical methods in the biological and health sciences, McGraw Hill
6. Gupta & Gupta, 'An Introduction to Statistical Methods', Vikas Publications

HEALTH ECONOMICS

Subject Code: MBADS2-105

L T P C
4 0 0 4

Duration: 60 Hrs

Course Objectives

The main aim of this course is:

1. To enable students to understand various economic factors that influence business in India so and analyze associated opportunities, risks and challenges for managerial decisions.
2. Learn about Managerial Economics & its relation with other disciplines, and understand about Demand Analysis, Theory of Production, Theory of Cost and Market structure.
3. To teach students about basic tools of macroeconomics and apply them to real world economic policy.
4. To make students understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions.

Course Outcomes

After the completion of this course students will be able to:

1. Analyze the demand and supply conditions and assess the position of a company
2. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets
3. Demonstrate the basic understanding of the economic implications of changes in government fiscal or monetary policy.
4. Calculate equilibrium national income levels and use various multipliers and convert nominal values to real values.

Unit-I (15 Hrs)

Introduction: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle

Health Economics: Economic way of thinking about health, Health as a public good, Health care spending – Out of pocket expenses, Economic Models of Health, Health and socio-economic status, Health Insurance, Utility Analysis, **Indifference Curve:** Meaning Assumptions Properties, Consumer Equilibrium.

Unit-II (15 Hrs)

Demand Analysis: Law of Demand: Meaning, Determinants, Exceptions, Demand function

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

Elasticity of Demand: Meaning, Types & Degree of elasticity of demand, Methods of measuring price elasticity of demand, Factors determining the elasticity of demand, Demand Forecasting: Concept & Techniques.

Unit-III (15 Hrs)

Theory of Production: Production function, Short run and Long run production analysis, Isoquants, Optimal combination of inputs, Application in managerial decision making.

Theory of Cost: Cost Analysis: Cost Concepts and Determinants of cost, Traditional and Modern Theory of Cost: Long run and Short run, Economy of scale, Revenue Curve

Unit-IV (15 Hrs)

Market Structure: Price Output Decision under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making.

Macro Economics: Concept of National Income: Conceptual Framework, Measure of National Income, Methods of Measurements.

Suggested Readings

1. Peterson and Lewis, 'Managerial Economic', Prentice Hall of India
2. Froeb, 'Managerial Economics', Cengage Learning
3. Geetika, 'Managerial Economics', Tata McGraw Hills
4. K.K .Dewett, ' Modern Economic Theory', S. Chand Publication
5. D.M.Mithani, 'Managerial Economics Theory and Applications', Himalaya Publication
6. Health Economics for Hospital Management- Shuvendu Bikash Dutta- Jaypee Brothers Publication

COMMUNICATIONS IN HOSPITALS

Subject Code: MBADS2-106

L T P C
2 0 2 3

Duration: 45 Hrs

Course objectives

The main aim of this course is:

1. To provide a comprehensive view of communication, its scope and importance in business as well as the role of communication in establishing a favourable image of the organization.
2. To develop ability to communicate correctly and effectively on matters having relevance to day-to-day hospital operations.
3. To make student understand the importance of public relations and hospital communication

Course Outcomes

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

1. Appreciate the role of information, education, and communication in healthcare and hospital settings
2. Enlist the communication steps and strategies in hospital settings
3. Apply communication skills in presentations and crisis communication in hospital management
4. Apply communication skills in building public relations

UNIT- I (12 Hrs)

Introduction to Communication: Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication. Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model)

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

Channels of Health Communication: Traditional, Modern; Individual/Group/Mass/ Target groups, Communication techniques and strategies communication barriers, Communication planning, tools and techniques, monitoring and evaluation, impact assessment

UNIT –II (10 Hrs)

Communication in Hospital - Importance of communication in the hospital, purpose, Understanding communication process in hospital, need of communication manager, communication flow required, methods & types of communication practiced in the hospital, written, oral, nonverbal, reflective communication, communication network in the hospital, Interpersonal communications

Departmental Communication: Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Press Release

UNIT- III (10 Hrs)

Developing Speaking Skills: Advantages and Disadvantages, Conversation as Communication, Art of Public Speaking, Just a Minute Presentation, How To Make Effective Presentations, Four P's of Presentation, Structuring, Rehearsing and Delivery Methods. Workshop-Jam Feedback, Overcoming Stage Fright and Overcoming Glossophobia

The Case Method of Learning: Dimensions of a Case, Case Discussion, Usefulness of The Case Method, Training of Managers, Use The Case Method.

Report Writing: Structure, Types, Formats, Preparations and Presentation. **Feedback**

UNIT –IV (13 Hrs)

Public Relations: Overview, process of public relation, public opinion, components of hospital public relation – communication methods, communicating information, media relations, press releases, press conference special public events, crisis communication, Corrective measures

Suggested Readings

1. Lesikar, Petit & Flatley, 'Lesikar's Basic Business Communication', Tata McGraw Hill
2. Raman Meenakshi 'Prakash Singh, Business Communication', Oxford University Press.
3. Rizvi Ashraf, 'Effective Technical Communication', Tata McGraw Hill
4. Krizan, Buddy, 'Merrier, Effective Business Communication', Cengage Learning
5. Diwan & Aggarwal, 'Business Communication', Excel
6. Devaraj, 'Executive Communication', Tata McGraw Hill
7. Ober, 'Effective Business Communication', Cengage Learning

COMPUTER APPLICATIONS IN HOSPITAL SERVICES

Subject Code: MBADS2-107

**L T P C
2 0 2 3**

Duration: 45 Hrs

Course Objectives

The main aim of this course is:

1. To provide an insight into basic features of computer systems and their applications in Managerial Decision Making.
2. To provide technical framework to students for understanding the emerging world in e-Business.

Course Outcomes

After the completion of this course students will be able to:

1. Understand the concepts of computer and various software related to it.

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

2. Use of MS Excel in different type of data management functions
3. Apply various tools of Spread sheet for the decision making and presentation of data
4. Understand the concepts of E-Security and Data Mining

UNIT-I (12 Hrs)

Introduction to Computers: Types of Computers, Storage Devices and Memories, Input/Output, Devices. Introduction to Software, Types of software – Software, its Nature and Qualities, Representation of data in computer memory (Binary, Octal and Hexadecimal system) Operating Systems

Internet: Introduction to internet and its applications, Intranet and Extranet, World Wide Web, URL, IP addressing and Domain Naming System, Internet Applications Search Engines

UNIT-II (12 Hrs)

MS Excel – Managing Spread Sheet: Introduction, Naming and Moving Worksheets, Copying Worksheets, Adding, Deleting and Hiding Worksheets, Grouping Worksheets Conditional Formatting, **Look Up Functions:** Data Validation, Advanced Range, V-LookUp, H-LookUp **Logical Function:** IF Function, Nested IF, CountIf, SumIf, IF with AND and OR

UNIT-III (11 Hrs)

Pivot Table: Introduction, Create Pivot Table, Layout of Pivot Tables, Filtering Pivot Tables, Pivot Table Analysis, Proper Function, Trim Function

Data Analysis: What If Analysis, Goal Seek, Scenario Analysis, Frequency Distribution, Graphs, Histograms, Descriptive Statistics.

UNIT-IV (10 Hrs)

Computer Networks and E-Security: Basic Concept, Advantages, classification, topologies, Security and Privacy Issues related to E-Commerce, Cryptography, Ethical Hacking, Cyber Crime, Digital Signatures

Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works? Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining

Suggested Readings

1. Rainer and Potter, 'Introduction to Information Technology', John Wiley and Sons.
2. Joseph Brady & Ellen F Monk,' Problem Solving Cases in Microsoft', Excel Thomson Learning.
3. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi
4. Greg Harvey, 'Microsoft Excel 2016 All-in-One for Dummies', Wiley Publications
5. Lokesh Lalwani, 'Excel 2019 All – In – One' BPB Publication
6. Manisha Nigam, 'Data Analysis with Excel' BPB Publication
7. Sahil Raj, 'Business Analytics', Cengage Publications

SEMESTER – II

**MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS
BATCH 2022 ONWARDS**

LEGAL AND MEDICAL ISSUES IN HOSPITALS

Subject Code – MBADS2-201

**L T P C
4 0 0 4**

Duration: 60 Hrs

Course Objectives

The aim of this subject is:

1. To study Law of medical councils and establishing hospitals
2. To highlight issues of ethics in hospital administration.
3. To provide insights about medical laws related to treatments
4. To provide a deeper understanding of the hospital liability regarding negligence in treatments.

Course Outcomes

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

1. Enlist the Indian laws applicable to hospital establishment and its functioning
2. Enlist the ethical issues in Hospitals
3. Appreciate the medico-legal implications associated with day-to-day hospital operations
4. To familiarize the students in matters of liability of hospital medical negligence and medical malpractice in diagnosis, administration of drugs, surgery etc.

Unit I (15 Hrs.)

Law and establishment of hospitals-private / public hospitals, legal requirements under medical council Acts.

Law of Contract: Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. **Sale of Goods Act:** Meaning - Formation of contract, condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller,

Unit II- (15 Hrs.)

Medical Laws: Clinical Establishment Act, Biomedical Waste (Management & Handling) Rules, 1998, PNDT Act, 1994, Transplantation of Human Organs Act, 1994, Right to Information Act, 2005, Consumer Protection Act, 1986, Clinical Trial & Patient safety. International Health Legislations.

Legal Aspects: Legal aspects relating to organ transplantation, MTP Act, 1971, Basics of Drugs and Cosmetic Acts, Anesthesia. ESI Act, PNDT Act, AERB, ICMR Guideline of Scientific Research Members, clinical trials.

Unit –III (15 Hrs.)

Medical Negligence: Liability of Doctors and Hospital for Medical negligence – Liability of doctors: Under Law of Torts and Consumer Protection Act, Liability for the use of Medical device, Criminal liability of Doctors, Management of Hospital and Legal Regulations.

Unit –IV (15 Hrs.)

Ethical Issues: Medical ethics – basic issues, importance, process of developing and implementing ethics and values in an institution – codes of conduct: Hippocrates oath and declaration of Geneva 2006 – NMC regulation – professional conduct, etiquette and ethics

Relevant Case Studies should be discussed in class.

Suggested Readings

1. Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
2. Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

3. National Health Programs of India: National policies and legislation related to health, by Jugal Kishore. Century Publications, 11th Edition (2014)
4. Steven, D. Edwards, Nursing Ethics, A principle Based Approach, Macmillan Press Ltd., London, 1996
5. Anoop Kaushal K, Medical negligence and legal remedies, *3rd edition, universal law Pllblshcr.5. New Delhi, 2004.*
6. Avtar singh, company law, *13th edition, Taxmann publishers, Lucknow, 2001.* Consumer Protection Act 1986
7. Law and Medical Profession by Eastern Law Book Co.

RESEARCH METHODOLOGY

Subject Code – MBADS2-202

L T P C
4 0 0 4

Duration – 60 Hours

Course Objectives

The main aim of this subject is:

1. To understand the process of formulating research problem, significance of review of literature and in-depth knowledge of various types of research designs
2. To explain various methods of data collection, Sampling, Scaling techniques and their practical implementation in Research.
3. To learn about the functional knowledge of Statistical tests (Correlation, Regression. t-test, Z- test, F- test, Chi – Square, ANOVA) in SPSS with examples
4. To understand about factor analysis and Cluster Analysis in Research projects.

Course Outcomes

After the completion of this course students will be able to

1. Develop an understanding about research problem, research design and their applications under different scenarios
2. Apply various kinds of experimental design, sampling and data collection techniques related to the underlying theoretical framework
3. Assess the reliability and validity of research techniques
4. Comprehend the hypothesis testing process and application of various statistical tools in research

UNIT–I (15 Hrs)

Introduction to Research: Meaning, Definition, Objective and Process, Qualitative Research, Quantitative Research, Research Ethics

Research Design: Meaning, Types - Historical, Descriptive, Exploratory and Experimental

Research Problem: Necessity of Defined Problem, Problem Formulation, Understanding of Problem,

Literature Review: Identifying, Accessing and Managing Sources of Information and Scholarly Literature- Academic Writing and Referencing, Steps in Literature Review Development-Argumentation

Design of Experiment: Basic Principal of Experimental Design, Randomized Block, Completely Randomized Block, Latin Square, Factorial Design.

UNIT–II (15 Hrs)

Sources of Data: Primary and Secondary, Validation of Data

Data Collection Methods: Survey, Questionnaire: Process of Questionnaire Design, Information Required, Interview Method, Questionnaire Format and Question Composition,

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire

Sampling Design & Techniques – Probability Sampling and Non Probability Sampling

Scaling Techniques: Meaning & Types

Reliability: Test – Retest Reliability, Alternative Form Reliability, Internal Comparison Reliability and Scorer Reliability

Validity: Content Validity, Criterion Related Validity and Construct Validity

UNIT–III (15 Hrs)

Data Process Operations: Editing, Sorting, Coding, Classification and Tabulation

Analysis of Data: Statistical Measure and Their Significance, Central Tendency, Dispersion, Correlation: Linear and Multiple Regression.

Hypothesis: Introduction, Types, Formulation of Hypothesis, Type-I Error, Type –II Error

Testing of Hypothesis: Steps of Hypothesis Testing, T-test, Z- test, Chi Square, F-test, ANOVA

UNIT – IV (15 Hrs)

Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi Dimensional Scaling

Report Writing: Essentials of Report Writing, Report Format

Research Proposal: Purpose, Nature and Evaluation - Content and Format

Practical Considerations - Timelines, Budgets, Supervision Management, Presentation and Defence of proposals

Statistical Software: *Application of Statistical Softwares like SPSS, MS Excel, Eviews in Data Analysis*

Suggested Readings

1. R.I Levin and D.S. Rubin, 'Statistics for Management', Pearson Education New Delhi, Seventh Edition
2. N.K. Malhotra, 'Marketing Research–An Applied Orientation', Pearson Education New Delhi, Fourth Edition
3. Donald Cooper, 'Business Research Methods', Tata McGraw Hill New Delhi
4. Sadhu Singh, 'Research Methodology in Social Sciences', Himalaya Publishers
5. Darren George & Paul Mallery, 'SPSS for Windows Step by Step', Pearson Education New Delhi
6. C.R.Kothari, 'Research Methodology Methods & Techniques', New Age International Publishers, Second Edition.

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

HOSPITAL FINANCIAL MANAGEMENT

Subject Code: MBADS2-203

L T P C
4 0 0 4

Duration: 60 Hrs

Course Objectives

The main aim of this course is:

1. To provide an understanding of the functions and role of corporate financial management, covering the sourcing of finances and their issues in investment and operations.
2. To provide analytical knowledge of risk and return in portfolio.
3. To understand leverages, ROI and ROE concepts, simplifying the capital structure theories and dividend policies with illustrations.
4. To get interactive knowledge of Inventory management and receivable management, Estimation and forecasting of working capital requirements of company, functional knowledge of financing short term assets with illustrations and Case studies.

Course Outcomes

After completion of this course, students will be able to:

1. Demonstrate the applicability of the concept of financial management and investment decisions in the working of business
2. Assess the investment decisions and financing of companies by applying various financial management tools.
3. Comprehend various theories of capital structure and divided policies and their applications in business decisions
4. Apply Working Capital policies to manage cash and Inventory in the business

UNIT-I (20 Hrs)

Introduction: Nature, Scope and Objectives of Financial Management, Profit Maximization Vs Wealth Maximization, Role of Financial Manager, Agency Problem, Interface between Finance and other Business Functions, Financial Planning: Objectives, Factors affecting Financial Planning

Risk and Return: Risk and Return Concepts, Types of Risks, Relationship between Risk and Return Model - CAPM, Arbitrage Pricing Theory

Investment Decision: Nature and Significance of Investment Decision, Time Value of Money: Future Value of a Single Cash Flow, Annuity, Present Value of a Single Cash Flow, Annuity, Present Value of an Uneven Cash Flow

Capital Budgeting: Process and Techniques, Discounted and Non-Discounted Methods (Pay Back, ARR, NPV, IRR, Benefit Cost Ratio), Capital Rationing, Certainty Equivalent Factor

UNIT-II (15 Hrs)

Financing Decision: Cost of Capital, Computation of Cost of Equity, Debentures, Preference Shares and Retained Earnings, Weighted Average Cost Capital and Implications

Capital Structure – Introduction, Factors Affecting Capital Structure, Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Model (MM), Criticisms of MM Models, Determinants of Capital Structures, EBIT - EPS Analysis

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

UNIT-III (10 Hrs)

Leverage: Introduction, Operating Leverage, Financial Leverage and Combined Leverage, Application of Leverage

Dividend Decisions: Meaning and Significance of Dividend, Dividend Models: Traditional Model, Walter Model, Gordon Model, Miller-Modigliani Position, Determinants of Dividend, Bonus Shares, Stock Splits, Dividend Capitalization Approach

UNIT-IV (15 Hrs)

Working Capital Decision: Meaning, Nature and Scope of Working Capital - Component of Working Capital –Factors affecting Working Capital, Working Capital Strategies, Cash Management, Inventory Management

Sources of Funds: Equity share, Preference shares, Debentures, Bonds, Warrants, Venture capital, Convertible Bonds/Debentures etc.

Suggested Readings

1. Brigham, 'Financial Management : Text & Cases', Cengage Learning
2. Brealy&Myres, Principles of Corporate Finance', Tata McGraw Hill
3. John J., 'Financial Decision Making: Concept, Problem & Cases', Prentice Hall
4. I.M. Pandey, 'Financial Management', Vikas Publishers
5. Khan & Jain, 'Financial Management', Tata McGraw Hill

HUMAN RESOURCE MANAGEMENT

Subject Code: MBADS2-204

L T P C
4 0 0 4

Duration: 60 Hrs

Course Objectives

The main aim of this course is:

1. To understand meaning, roles and functions of Human Resource Management, meaning and process of HR Planning, Job Description, Job Specification, HRIS, Job Evaluation, Job Analysis, HRM and HRD
2. To understand the process of recruitment and selection, placement and induction, Training and Development, Career Planning, Coaching and Mentoring
3. To understand the meaning and concept of Performance Appraisal, Wage and salary administration, incentives and fringe benefits, promotion, transfer, separation, QWL, Health, safety, welfare, social security, job stress, counseling and monitoring, job satisfaction, morale and competency Mapping

Course Outcomes

After completion of this course, students will be able to:

1. Implement knowledge on Industrial relations, collective bargaining and participative management.
2. Handle various grievances.
3. Understand the need of quality circles.
4. Understand HR Audit

UNIT-I (20 Hrs)

Human Resources Management: Meaning, Scope, Objective, Functions, Roles and Importance. Interaction with other Functional Areas, HRM & HRD –A Comparative Analysis, Human Resource Management practices in India. Line and Staff Responsibility of HR Managers, HR as a Factor of Competitive Advantage,

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

Human Resource Planning: Concept, Process, Importance and Methods. Human Resource Information System (HRIS)

Job Analysis: Job Description, Job Specification. Job Evaluation – Concepts and Methods

UNIT-II (15 Hrs)

Recruitment & Selection: Concept, Process & Methods of Recruitment & Selections. Induction & Placement

Training & Development: Concept and Methods, Difference between Training & Development, Aligning Training to Business Needs, Training Need Analysis, Delivery Methodology, Evaluation, Capacity Building, Future of Training & Development. Career Planning, Coaching & Mentoring

Internal Mobility: Promotion, Transfer, Demotion, Separation, Downsizing, Outplacement

UNIT-III (15 Hrs)

Performance Appraisal: Concept, Methods, Issues and Ethics in Performance Appraisal, Potential Appraisal.

Compensation Management: Wage & Salary Administration: Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans, Bonus, ESOPs & Fringe Benefits.

Quality of Work Life (QWL): Concept, Development, Various Approaches and Techniques for improving QWL, Counselling and Monitoring, Morale and Productivity

UNIT IV (10 Hrs)

Industrial Relations: Concept, Importance and Difference between HR and IR.

Collective Bargaining: Meaning, Scope, Objectives, Issues and Strategies, Negotiations Skills and Strategies, Participative Management

Employee Grievances and Their Resolution: Model for Grievance Resolution Procedure, Fundamentals of Industrial Relations and Fundamentals of Labour Laws, Overcoming harassment at workplace

Suggested Readings

1. Edwin B. Flippo, 'Personal Management, Tata', Mc Graw Hill
2. Bohlander, 'Snell & Vohra, Human Resource Management', Cengage Learning
3. Gary Dessler, 'Human Resource Management', McMillan
4. V.S.P. Rao, 'Human Resource Management', Excel Books
5. C.B. Memoria, 'Personnel Management', Himalaya Publications

HEALTHCARE MARKETING

Subject Code: MBADS2-205

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The main aim of this course is:

1. To make students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment.
2. To provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.
3. To understand the concept of Marketing, Marketing Information System and Marketing Mix
4. To learn about Consumer Behaviour and Buying behaviour

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

Course Outcomes

After the completion of this course students will be able to:

1. Understand the role of marketing in the various business environment
2. Apply the strategic marketing in key business issues like pricing, planning
3. Find the appropriate use of latest IT based and environment friendly techniques to enhance the brand communication and product promotion
4. Demonstrate the use of marketing tools and techniques in global business scenario.

UNIT-I (15 Hrs)

Understanding Marketing and Consumers: Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect of Liberalization and Globalization, Analyzing Marketing Environment: Micro, Macro

Corporate Strategic Planning: Defining Role Marketing Strategies, Marketing Planning Process. **Marketing Information System:** Concept and Components

Consumer Behaviour: Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour

UNIT-II (15 Hrs)

Creating and Managing Product: Market Segmentation & Targeting, Differentiation & Positioning, Competitors Analysis

Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies

Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies

UNIT-III (18 Hrs)

Delivering and Promoting Product - Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain.

Promotion Decisions: Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing.

Personal Selling: Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.

UNIT-IV (12 Hrs)

Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Rural Marketing, Customer Relationship Management (CRM), **E-Commerce:** Marketing in Digital Age

Relevant Case Studies should be discussed in class.

Suggested Readings

1. Ramaswamy&Namakumari, 'Marketing Management', McMillan
2. Etzel, Walker, Stanton, and Pandit, 'Marketing Management', Tata McGrawHill,
3. Kurtz & Boone, 'Principles of Marketing', Cengage Learning
4. Kotler & Koshy, 'Marketing Management', Pearsons Education
5. Kotler & Armstrong, 'Principles of Marketing', Prentice Hall
6. Biplab S. Bose, 'Marketing Management', Himalaya Publications

MRSPTU MBA (HOSPITAL ADMINISTRATION) SYLLABUS BATCH 2022 ONWARDS

HOSPITAL ADMINISTRATION SKILL LAB

Subject Code: MBADS2-206

L T P C

Duration: 60 Hrs

0 0 4 2

The main of this lab is to provide overall view of various administrative functions of the hospital. During this course:

- a) Students will be posted in different area and departments in AIIMS
 - a. Clinical areas – Wards, OPD, Emergency, OTs, Diagnostic and related areas
 - b. Support services – Medical Records Department, Pharmacy, CSSD, Housekeeping, Biomedical waste collection area, Hospital Stores, Kitchen, OPD, IPD and Emergency reception, Accounts, Administrative area, procurement cell, estates section, engineering and maintenance section establishment cell, recruitment cell, laundry, and other related areas.Students will be given practical training about various administrative functions, process mapping and process flow, patient pathways, administrative decision-making skill for all the posted departments. Student will analyze and perform various administrative tasks during this lab to get the on-hand training.
- b) A project will be given to the students (either as individual or group assignment) about the subject.
- c) In the end semester, students will submit the project in the department and give 15-20 minutes Power point presentation to the faculty members.
- d) Their performance will be evaluated by the faculty members on the basis of the project and presentation.

BIOMEDICAL WASTE MANAGEMENT AND INFECTION CONTROL

Subject Code: MBADS2-207

L T P C

Duration: 60 Hrs

0 0 4 2

The main of this lab is to provide overall view of biomedical waste management and infection control practices adopted by hospitals. During this course:

- a) Students will be posted in different departments in AIIMS and give them practical training about disposal practices of medical waste and laws related to it and methods of infection control. Student will learn and perform these practices during this lab to get the on-hand training.
- b) A project will be given to the students (either as individual or group assignment) about the subject.
- c) In the end semester, students will submit the project in the department and give 15-20 minutes Power point presentation to the faculty members.
- d) Their performance will be evaluated by the faculty members on the basis of the project and presentation.