



MAHATMA GANDHI UNIVERSITY
of
MEDICAL SCIENCES & TECHNOLOGY
JAIPUR

Syllabus

BACHELOR OF HOSPITAL ADMINISTRATION (BHA)
(3 YEARS DEGREE COURSE, FULL TIME, REGULAR)

Notice

1. Amendments made by the Board of Management of the Mahatma Gandhi University of Medical Sciences and Technology (MGUMST) in Rules/ Regulations of Graduate Medical Courses shall automatically apply to the Rules/ Regulations of the Mahatma Gandhi College of Hospital Administration (MGCOHA).

2. The University reserves the right to make changes in the syllabus/ books/ guidelines, fee-structure or any other information at any time without prior notice. The decision of the University shall be binding on all.

3. The jurisdiction of all court cases shall be Jaipur Bench of Hon'ble Rajasthan High Court only.

RULES & REGULATIONS OF
Bachelor of Hospital Administration (BHA)

INTRODUCTION

1. The healthcare concept in India has undergone a tremendous change in recent years. People have become increasingly aware of the importance of healthcare and this has led to higher expectations and an increased demand for a high quality of medical care and facilities.
2. Medical establishments are Matrix organizations and need skilled and efficient Human Resources to provide patient care services at every level. Efficient hospital management and administration is concerned with the organization, coordination, planning, staffing, evaluating and controlling of health care services provided by the hospitals. The primary objective of healthcare organizations is to provide quality healthcare to the patient in a cost-effective manner and safety to the healthcare workers at work place.
3. Since last few years there has been a remarkable growth in the hospital industry in India, which in turn has led to a tremendous demand for efficient professionals who can handle the day-to-day chores of hospital management and administration. Highly trained professionals are needed for the smooth operation of a hospital, as the hospitals are expected to deliver quality service 24 x 7 x 365.
4. The urgent nature of hospital work and the level of efficiency that is expected, have increased the need of well-formulated hospital management courses. Demand of professional Hospital Administrators/ Managers have increased in hospitals to manage services provided by the hospitals proficiently, economically and successfully in a given time period.

AIM & OBJECTIVES

1. The overall aim of the BHA program is to prepare students to effectively step into health care management positions with solid management skills like critical thinking, analysis, excellent communication anchored to ethical and spiritual principles.
2. Students will develop knowledge, skills, competencies, attitudes and abilities on basic concepts of overall health care system design, issues associated with the health care system and its policies and regulations.
3. Students will imbibe leadership, organising and management skills to create a productive working environment within different types of healthcare organizations that support the organization's vision, mission, values and activities.

TITLE OF THE COURSE

The title of the course shall be “**Bachelor of Hospital Administration**” (BHA).

DURATION OF THE COURSE:

The course shall be of 3 years duration from the date of commencement of academic session. It will be a full time, regular course.

MEDIUM OF INSTRUCTION

English shall be the medium of instruction.

ELIGIBILITY FOR ADMISSION:

Passed 12th class of 10+2 with any stream; 45% marks in the aggregate for General Category and 40% for SC/ ST/OBC/MBC candidates or as per Government guidelines.

SELECTION OF CANDIDATES:

1. Admission to BHA Course shall be made on the basis of eligibility criteria set by University.
2. Selection shall be done by an Admission Board of the University strictly on merit. It will consist of two-step process –Written Entrance Examination followed by Counseling/ Personal Interview (PI).
3. Successful candidates on the basis of marks percentage obtained in class 12th will be called for Combined Entrance Examination to be conducted by MGUMST. The interview board will include the Principal of MGCOHA and Head of the Institution, whose recommendations shall be final for the selection of the students.
4. During subsequent counseling (s) the seats will be allotted as per the merit of the candidate depending on the availability of seats on that particular day.
5. Candidate who fails to attend the medical examination on the notified date(s) will forfeit the claim for admission and placement in the waiting list except unless permitted by the competent authority under special circumstances.
6. The name of the student(s) who remain(s) absent from classes for more than 15 days at a stretch after joining the said course will be struck off from the college rolls without giving any notice.

COMMENCEMENT OF THE COURSE

The Course shall commence from the 1st August of every Academic year or as notified by the University.

RESERVATION:

Reservation of seats shall be applicable in accordance with Reservation Policy of Government of Rajasthan.

ATTENDANCE:

Minimum 75% attendance in each year, both for theory and practical classes separately. Students with deficient attendance will not be permitted to appear in University Examination.

ENROLMENT:

Every candidate who is admitted to **BHA** Course in Mahatma Gandhi College of Hospital Administration shall be required to get himself/herself enrolled with the MGUMST after paying the prescribed eligibility/ enrolment fees.

The candidate shall have to submit the Application Form duly filled in and forwarded to the University through Principal, MGCOHA for the enrollment/ eligibility along with the original

documents with the prescribed fees (up to November 30 of the year of admission without late fees and up to December 31 of the year of admission with late fees)

SCHEME OF EXAMINATION

1. Theory

- (a) Each Theory paper examination shall be of 3 hours duration and of max marks 70.
- (b) Internal assessment shall be of 30 marks for each theory paper.
- (c) The number of question papers shall be in accordance with the different subjects/areas covered during the BHA three years course. The number of question papers shall be as under:

Theory Papers	Theory		Paper Setting & Evaluation	
	Total Marks	Pass Marks	No of Internal Paper Setters	No of External Paper Setters
Ist Year: Three Theory Papers	300	150	3	0
IInd Year: Three Theory Papers	300	150	3	0
IIIrd Year: Three Theory Papers	300	150	2	1

- (d) For the First and Second year examinations – these respective question papers shall be set by the Internal Examiners covering their respective areas of syllabus. For each question paper there shall be a separate Internal Examiner. The answer books shall be evaluated by the concerned Internal Examiners (Papers Setters).
- (e) In Third (Final) Year examination, one of the papers shall be set and evaluated by an External Examiner. In other words, one of the Internal has to be substituted by the External Examiner. External Examiner (Paper Setter) shall evaluate his/ her paper.
- (f) The Paper Setter shall set the questions within the prescribed course of study of the concerned paper. There will be a set pattern of question papers duly approved by Academic Council. Model question paper is annexed herewith.
- (g) It is to be noted that the Internal and External Examiners of all the three years (First, Second and Third year) shall be appointed by the President of the University. This exercise shall be conducted through the office of the Controller of the Examinations of the University. The External Examiner of third year shall also be appointed by the President out of the panel of names submitted by the Principal, MGCOHA through the Dean to the Controller of Examinations for appointment of Examiners by the President of the University.
- (h) Passing Marks: A candidate will have to obtain at least 50% marks in each Theory paper including internal assessment to pass. This means that he will have to score 50% marks in each paper. This shall include the marks obtained in Theory paper of 70 marks and internal assessment for that paper of 30 marks (Marks obtained in Theory paper + Marks obtained in internal assessment = Total Marks obtained in respect of each paper).

2. Practical and Viva-Voce Examination

- (a) Each year there shall be one practical and viva-voce examination. It shall be conducted after the Theory examination is over.
- (b) The pattern of practical examination in different years of the **BHA** degree course shall be as follows:

BHA Course	Practical		Practical Examiners
	Total Marks	Pass Marks	
First Year	300	150	03 Internal Examiners
Second Year	300	150	03 Internal Examiners
Third Year	300	150	02 Internal & 01 External Examiner

(d) It shall be left to the examiners – Internals and the External, as the case may be, to examine and evaluate the students in practical in the way they wish and award the marks without giving any specific details. The total marks obtained by the candidate in the practical examination shall be the aggregate of the marks awarded by all the examiners put together as one figure. This shall then be submitted to the University. For example, if a candidate scores 160 (first examiner), 150 (second examiner), 150 (third examiner) by three different practical examiners– total $160+150+150 = 460$ shall be submitted as one figure to the University. The award sheet shall be signed by all the practical examiners.

3. Result:

- (a) A candidate will have to obtain at least 50% marks separately in each Theory paper including internal assessment and a minimum of 50% marks in the practical examination for him to be declared pass.
- (b) A candidate who has failed in theory paper/s will reappear in respective theory papers/s in Supplementary examination.
- (c) A candidate who has failed in Practical examination only will reappear only in Practical examination in Supplementary examination.

4. Supplementary Examination:

- (a) Eligibility for the failed candidates to appear at the supplementary examination shall be as below –
 - i. Failed in Theory Paper(s) and failed in Practical – shall reappear in the respective failed Theory paper(s) and Practical examination.
 - ii. Failed in Theory paper/papers and passed in Practical examination – shall reappear only in the concerned failed Theory paper(s).
 - iii. Passed Theory papers but failed in Practical – shall reappear only in the Practical Examination.
- (b) There shall be a Supplementary examination within two months of the declaration of the result of the main examination. Internal assessment marks obtained in main examination in the concerned failed paper/papers shall be carried forward for working out the result of Supplementary Theory paper(s) examination. Such candidate who has secured less than 50% marks in the internal assessment will be allowed to improve his internal assessment marks in the repeat Supplementary internal assessment examination.
- (c) Marks secured by the candidate in passed Main examination/ Supplementary examination Theory paper(s) and/or practicals, as the case may be, will be carried forward for working out his result.
- (d) Result:
 - i. A candidate obtaining at least 50% marks in the supplementary Theory paper(s) and 50% marks in the supplementary practical examination, as the case may be, shall be declared successful.

- ii. A candidate who has failed in supplementary theory paper(s) examination shall have to reappear only in the failed theory paper(s) at the subsequent main examination.
- iii. A candidate who has failed in supplementary practical examination shall have to reappear both in theory (all papers) and practical at the next main examination.

5. Promotion to Second/Third Year

- (a) A candidate failed in theory paper(s) /Practical examination of 1st and 2nd year may be promoted to next year.
- (b) A candidate will be allowed to appear for the Final (3rd) year examination only when the backlog of all papers (theory and practical) of 1st and 2nd year Exams is cleared
- (c) The student is required to complete the course within 6 years from the joining of the course

6. Result - Division: Successful candidates will be categorized as under-

1	Those, securing 50% and above but less than 60% in the aggregate marks of First, Second & Third year taken together	Pass
2	Those, securing 60% and above but less than 75% in the aggregate marks of First, Second & Third year taken together	Pass with I Division
3	Those, securing 75% and above in the aggregate marks of First, Second & Third year taken together	Pass with Honors

PAPER SETTER/EXAMINER

1. All the examiners, paper setters, theory examination answer books evaluators, Internal and External Examiners for Practical examinations shall be appointed by the President of the University.
2. Qualification of the Paper setter / Examiner: Assistant Professor and above. Master degree with minimum 2 years' experience in industry/academia.
3. Paper setter can be an examiner.

REVALUATION / SCRUTINY

Re-evaluation of answer book(s) of the **BHA** course may be permissible in not more than 25% of the theory papers within 15 days from the date of declaration of examination result on submission of his/her application on the prescribed form along with the requisite fees. Such answer book(s) shall be re-evaluated as per University rules. Re-evaluation of answer book(s) shall not be permitted for second attempt in any paper.

Scrutiny (re-totaling) of answer book(s) of the **BHA** course may be permissible within 15 days from the date of declaration of examination result on submission of his/her application on the prescribed form along with the requisite fees as per University Rules.

GRACE MARKS

1. A student who appears in the whole examination in first attempt and obtains the required minimum pass marks in the total aggregate of an examination but fails to obtain the minimum pass marks in one subject (in theory and / or practical as the case may be) will

be awarded the grace marks up to a maximum of 05 marks according to the following scale, provided the candidate passes the examination by award of such grace marks:

Marks obtained by the candidate above the required minimum aggregate pass marks	Grace marks can be given up to
Up to 6 marks	02
Up to 12 marks	03
Up to 18 marks	04
19 marks and above	05

2. No grace marks would be awarded to a candidate who appears in part/ supplementary/remand examination. Non-appearance of a candidate in any part of the examination on account of any reason will make him ineligible for grace marks.
3. A candidate who passes the examination after the award of grace marks in a paper/practical or the aggregate will be shown in the marks sheet to have passed the examination by grace. Grace marks will not be added to the marks obtained by a candidate from the examiners.
4. A candidate who is awarded grace marks in any subject to pass the examination will not be entitled for distinction in any subject.

COURSE OUTLINE: Distribution of Teaching Hours

Paper	Paper Title	Hours
Paper-I	Concept and Principles of Management	300
Paper-II	General Administration	300
Paper-III	Introduction to Basic Life Sciences, Medical Terminology and Business Communication	300
Project-I	Project Report-1	300
Paper-IV	Materials Management in Hospitals	300
Paper-V	Laws applicable to hospitals and Legal aspects of Health	300
Paper-VI	Hospital Information Management System	300
Project-2	Project Report-2	300
Paper-VII	Health Administration and Medical Care	300
Paper-VIII	Hospital Administration and Hospital Planning	300
Paper-IX	Administration of Clinical and Non Clinical Services	300
Project-3	Project Report-3	300
	Total Hours :	3600

COURSE OBJECTIVES / OUTCOMES

COURSE OBJECTIVES

The course is expected to enable the students to –

1. Demonstrate competency across business disciplines, specifically apply the essential elements of core business principles to analyze and evaluate problems and to construct and implement solutions in the business environment
2. Perform teamwork and leadership skills in the evaluation of organizational conditions using a system perspective to determine necessary action.
3. Practice high level of professionalism necessary to deliver the knowledge, expertise and skill of students through the application of research to business problems and issues
4. Demonstrate an understanding and appreciation of ethical principles at both the professional and community levels.
5. Apply critical reasoning process to specifically employ appropriate analytical models to evaluate evidence, select among alternatives, and generate creative options in furtherance of effective decision making.
6. Develop superior oral and written communication skills relevant to business process effective communication skills, specifically write business documents clearly, and analytically and speak in groups and in public clearly, concisely and analytically, with appropriate use of visual aids.
7. Be employed in a broad range of functional areas like floor administration, general management, new business development, operations, quality, marketing, finance, HRM and like in health care and allied industries like hospitals, insurance companies, healthcare at home, healthcare consulting organisations, medical transcription, healthcare call centres, data management companies etc.

COURSE OUTCOMES

At the end of this course, graduates will be able to –

1. To develop comprehensive professional skills that are required for a business administration graduate and to develop language abilities of students to inculcate writing skills and business correspondence
2. To apply the knowledge of accounting fundamentals, and financial management to the solution of complex accounting & management problems
3. To develop self-employment competencies of young entrepreneurs and to create corporate professionals
4. To create awareness of laws and legislations related to healthcare and business and practical orientation in the area of hospitals and healthcare
5. Problem solving through the application of appropriate theories, principles and data
6. Recognize the need to adapt business practices to the opportunities and challenges of an evolving global environment.
7. Demonstrate ability to recognize and identify ethical conflicts, apply ethical reasoning and assess response options relative to the needs and interests of relevant stakeholders to address issues in a business context.
8. Identify, evaluate, analyze, interpret and apply information to address problems and make reasoned decisions in a business context.
9. Communicate in a business context in a clear, concise, coherent and professional manner.
10. Demonstrate the understanding and ability to apply professional standards, theory and research to address business problems within specific concentrations.

SYLLABUS OF BHA COURSE

Summary

First Year

Paper/Project	Paper Title and Course Content
Paper-I	Concept and Principles of Management
	Introduction to Management, Social Responsibilities of Managers, Fundamentals of Planning, Organising, Staffing, Leading and Controlling
Paper-II	General Administration
	Organisational Behaviour, Human Resource Management, Financial Management, Marketing Management
Paper-III	Introduction to Basic Life Sciences, Medical Terminology and Business Communication
	Basics of Anatomy, Physiology, Bio Chemistry, Pathology and Medical Terminology
Project-1	Project Report

Second Year

Paper/Project	Paper Title and Course Content
Paper-IV	Materials Management in Hospitals
	Equipment Planning, Procurement, Storage, Maintenance
Paper-V	Laws applicable to hospitals and Legal aspects of Health care
	Law of Contract, Companies Act, Trade Union Act, Environmental Protection Act and other Acts applicable to hospitals, Medical Ethics
Paper-VI	Hospital Information Management System
	Fundamentals of Computers, Data Communication and Networks, System Software, Application Software, Computer Application
Project-2	Project Report

Third Year

Paper/Project	Paper Title and Course Content
Paper-VII	Health Administration and Medical Care
	Health Administration in India, National Health Policy, Bio Statistics and Research Methodology, National Health Program, Epidemiology
Paper-VIII	Hospital Administration and Hospital Planning
	History and Evolution of Hospitals, Hospital Statistics, Architect's Brief, Role of Hospital Administrator in building a Hospital, Hospital Projects, Quality in Hospital Services, Disaster Management, Bio Medical Waste Management
Paper-IX	Administration of Clinical and Non Clinical Services
	Organisation and Management of Clinical Services, Organisation and Management of Support and Utility Services, Transportation, Recent Trends in Hospital Project Management
Project-3	Project Report

SYLLABUS

Bachelor of Hospital Administration Course

First Year

Paper/Project	Paper Title and Course Content
Paper-I	Concept and Principles of Management
	<p>Introduction to Management, Social Responsibilities of Managers, Fundamentals of Planning, Organising, Staffing, Leading and Controlling</p> <p>Introduction to Management: Terminology, Definitions; History and evolution of management thoughts; Management: science, theory and practice; Principles of management and their applicability in hospital field.</p> <p>Social responsibility of managers; Ethics in hospital management, The Management Process</p> <p>Fundamentals of planning; Types of plans, Steps in planning, Planning process; Objective setting, Strategic planning, Strategic planning process; Premising and forecasting; Modern tools for analyzing situations e.g. TOWS matrix, etc.; Rationality in decision-making, Search and evaluation of alternative; Creativity and innovation.</p> <p>Organizing: Nature of organizing and entrepreneuring, Organizational structure; Departmentation, matrix organisation, Authority, responsibility, delegation, and decentralization; Hospital as an organization</p> <p>Controlling: Basic control process, Critical control points and standards, Stages of control, Relationship of planning and controlling.</p> <p>Co-ordination: Need for coordination, Types of coordination, Approaches to coordination, Features of coordination.</p>
Paper-II	General Administration
	<p>Organisational Behaviour, Human Resource Management, Financial Management, Marketing Management</p> <p>Organisational Behaviour</p> <p>OB-Overview-Meaning of OB, importance of OB, field of OB, Contributing Disciplines.</p> <p>OB Models, S-O-B-C model, contingency O-B model, challenges and opportunities for OB</p> <p>Individual Behaviour: Biographical characteristics Learning, Value, Attitudes</p> <p>Personality: Meaning of Personality, Determinants of Personality, Theories of Personality, Management and Development of Personality</p> <p>The Process of Perception: Process and Principles, Factors influencing</p>

Perception, Perceptual Selectivity, Making Judgments, Social Perception.
Interpersonal Behaviour: Nature of Interpersonal Behaviour, Transactional Analysis, Johari Window, Benefits and uses of TA.
Group Dynamics & Behaviour: Concepts of Group, Types of Group, Stages of Group Development, Group Structure, Intergroup Relationship.
Motivation: Approaches to Motivation. Theories of Motivation- Maslow's Hierarchy of Need theory, Alderfer's ERG theory, Herzberg's two factor Motivation theory, Mclelland's Achievement Motivation Theory.
Leadership: Meaning, Styles, Theories on Leadership, Managerial Grid, Fiedler Model.

Human Resource Management

The Concept of Human Resource Development

Manpower Planning: Number of categories of staff; Job analysis and job specifications

Recruitment and Selection

Training

Performance Appraisal: Staff evaluation and merit rating; Reward system and incentives; Performance linked reward system

The functions of HR Manager

Relationship of Management and Employee Organizations

Considering the Rights and Responsibilities of Employees

Collective Bargaining and Trade Unions

Grievance Redressal, Absenteeism

Problems of HR in Hospitals

Welfare and Morale

Allowances and Benefits

Downsizing and Voluntary Retirement Schemes (VRS)

Office Procedures

Enquiries and Disciplinary Actions

Credentialing and Privileging

Human Resource Development: Concept and Historical Perspective, Elements of Good HRD, HRD and Organizational Effectiveness.

HRD Mechanisms I: Training- Training Policy, Assessing Training and Development Needs, Design of Training Systems, Implementation and Evaluations of Training System, Employee Counseling.

Performance Appraisal-Different Methods and their impact on Employees Effectiveness.

HRD Mechanisms II: Career Planning and Development, Succession Planning, Potential Appraisal, Coaching – The Skills of Coaching, coaching and performance management, Mentoring- Selection of Mentor, Mentoring Methods and their Benefits.

Behavioral Tools: FIRO-B, Johari Window, Transactional Analysis.

Formulation and Implementation of HRD Strategies, Creating a World

	<p>Class Organization. The Benefits and Cost of H.R.D: the cost and benefit of training, Models of cost benefit analysis of training, HR Accounting. Future of Human Resource Development: Economic, Political, Sociological and Organizational Factors.</p> <p>Financial Management Financial Management in Hospitals Elements of Cost Costing and Cost Accounting Depreciation Costing of Health Services Hospital Budget-Planning, Forecast, Sub-Allotment and Utilization. Accounting Records Internal Control and audit Cost Effective Analysis Cost Benefit Analysis Break-Even Analysis Discounted Cash Flow Techniques Cost Containment in Hospitals Medical Insurance/TPA</p> <p>Marketing Management Introduction to Marketing: Marketing Concept; Process; Marketing Mix; Marketing Environment, Market Segmentation, Targeting and Positioning Marketing Strategies: Channel and Promotion Marketing of Hospitals Social Aspects of Marketing. Customer Relationship Management (CRM)</p>
Paper-III	Introduction to Basic Life Sciences, Medical Terminology and Business Communication
	<p>Basics of Anatomy, Physiology, Bio Chemistry, Pathology, Medical Terminology and Business Communication</p> <p>Anatomy</p> <ul style="list-style-type: none"> • General Anatomy: Introduction and Anatomical terms, • Osteology- MAJOR Bones, Joints-types and structure of synovial joints like Hip, Knee, Shoulder Joints, Muscles-major muscles of upper and lower limbs • Nervous Systems-central and peripheral nervous system including A.N.S • Skin: Structure and function • Head and Neck • Brain and spinal cord (major topics) • Upper limbs- Clavicle, Scapula, Humerus, Breast, Brachial Plexus, Arm: Radius and Ulna, • Lower limbs: Hip bone, Femur, Patella, Tibia, Fibula, muscles of lower

limb

- Thorax: Sternum and Ribs, Vertebral column; lungs, Pleura, Pericardium, Blood Supply of Heart, Heart Structure, mediastinum
- Abdomen and Pelvis, Sacrum, Anterior abdominal wall, Inguinal region, peritoneum, Spleen, Oesophagus, Stomach, Small Intestines, Liver and Pancreas, and Kidney, Ureters, Diaphragm and Posterior wall of Abdomen.
- Male External and Internal Genital Organs - Ductus deferens, Seminal vesicles, Prostate Glands, Pelvis, Pelvic Peritoneum,
- Female-External and Internal Genital Organs - Ovaries, Uterine tubes and Uterus, Urinary bladder, Male and Female Urethra, Uterus
- Rectum and Anal canal, pelvic Vessels Nerves, Muscles

Physiology

- Physiology with special reference to Human Body.
- Principles of bio-physics as applicable to the human body.
- Excitable Tissue –Nerve and Muscle.
- Composition of blood, blood groups in human, Coagulation, oxygen and carbon dioxide transport. Hemoglobin.
- Acid base balance and temperature regulation in Human.
- Circulatory System with special reference to Cardiac Cycle, Blood Pressure and ECG.
- Respiration and its Physiology with regards to its clinical application, diseases of respiration, artificial ventilation.
- Physiology of Gastro intestinal system, & its applied aspects, along with physiology of liver& pancreas.
- Gross physiology of Endocrine system & its applied clinical aspects, mechanism of action of various hormones and their role in controlling body activities, hypo and hyper secretion and its consequences
- Nervous system in human body CNS, Autonomic Sympathetic & Parasympathetic and their applied physiology.
- Physiology of reproduction in humans.

Biochemistry

Human biochemistry with emphasis on the applied aspects of bio-chemical processes in conditions of health and disease.

Structure & functions of Carbohydrates, Lipids, Amino acids, Proteins and Nucleic acids.

Electrolytes homeostasis & normal ranges

Hormones, Classification of Hormones Types of enzymes, Mechanism of enzyme action, Immunoglobulins and immunity, Vitamins and co-enzymes-
- Biosynthesis and functions

Malnutrition disorders related to Carbohydrates, Fats, Proteins & Vitamins, Electrolyte imbalance

Biochemical examination of sample of body fluids etc

General aspects of the metabolic basis of diseases.

Biochemical Lab tests, profiles and equipment used therein

Pathology

Inflammation acute & chronic

Neoplasia: aetiology, clinical types and clinical course of disease.

Haemo-stasis: Hemorrhage, shock & thrombosis.
Basics of Immune system and its role in aetiology and prevention of Disease.
Respiratory System: Pulmonary tuberculosis and sputum examination.
Carcinoma of lung.
Bronchial asthma
Diseases of GIT and Liver: Infectious hepatitis. Infectious diarrheas. ,
Peptic Ulcer
Genito-urinary Tract: urinary tract infections; Nephritis, Renal failure
Pathology of venereal diseases, including AIDS.
Laboratory Investigations: Various profiles like Pyrexia, Lipid, Cardiac,
Renal, Hepatic, Fertility, Obesity, Cancers & hematological etc.
Principles of Blood Banking.
Pathology of some common diseases. Coronary Heart Disease, cerebra-vascular accidents,
hypertension ..Diabetes mellitus

Medical Terminology

Introduction to medical terminology Word formation & syntax Greek alphabet
Greek & Latin prepositional & adverbial prefixes Singular & plural endings
Commonly used prefixes in medical terminology
Commonly used suffixes in medical terminology
Commonly used root words in medical terminology
Commonly used medical terms to define different parts of the body

Business Communication

1. Introduction: Theory of Communication, Types and modes of Communication

2. Language of Communication:

Verbal and Non-verbal

(Spoken and Written)

Personal, Social and Business

Barriers and Strategies

Intra-personal, Inter-personal and Group communication

3. Speaking Skills:

Monologue

Dialogue

Group Discussion

Effective Communication/ Mis- Communication

Interview

Public Speech

4. Reading and Understanding

Close Reading

Comprehension

Summary Paraphrasing

Analysis and Interpretation

Translation(from Indian language to English and vice-versa)

Literary/Knowledge Texts

5. Writing Skills

Documenting

	<p>Report Writing Making notes Letter writing</p> <p>मानक हिंदी का स्वरूप, मानक हिंदी के प्रकार, अशुद्धियां और उनका संशोधन, अशुद्धियों के उदाहरण, अशुद्धियों के प्रकार, हिंदी का शब्द भंडार, शब्दों के प्रकार, शब्दों की रचना नए प्रयोग हिंदी की वाक्य रचना वाक्यों के प्रकार वाक्य विन्यास वाक्य गत सामान्य अशुद्धियां विराम चिन्ह पत्र लेखन सार लेखन पल्लवन पत्रों के उदाहरण पत्रों के प्रकार पत्र लेखन की विशेषताएं सार लेखन भारतीय संस्कृति भारत देश और उसके निवासी भारतीय समाज की संरचना सामाजिक गतिशीलता कार्य और दर्शन भारतीय संस्कृति का विश्व पर प्रभाव</p>
Project-1	Project Report

Recommended Books:

<u>Concept and Principles of Management</u>	
Management	James A.F. Stoner
The Process Of Management	Andrew R. Mc Gill, E. Kirby Warren, William H. Newman
The Practice of Management	Peter F. Drucker
MBO can Work!	Charles R. Mcdonald
Personnel: The Human Problems OF Management	Strauss & Sayles
Modern Management	Samule C Certo
Basic management skills for all	E H McGrath s.j
Management (A Global perspective)	Wehrich & Koontz

Principles & Practice of Management	L .M. Prasad
Modern management	Samuel C. Certo
International Human Resource Management	Dowling, Welch & Schuler
Essentials of Management	Joseph L. Massie
Human Resource & Personal Management	K. Aswathappa
Organisations [Structures, Process & Outcomes]	Pamela S Tolbert; Richard H. Hall
The Essence of Effective Communication	Ludlow & Panton
Making Organisational Roles Effective	Udai Pareek
Effective Organisations Beyond Management To Institution Building	Udai Pareek
Management of organizational behaviour	Paul Hersey & Kenneth H Blanchard
The essence of organizational behaviour	Tyson & Jackson
Organizational behaviour	Stephen P Robbins , Judge & Sanghi
Essentials of organizational behaviour	Stephen P Robbins
The Dysfunctional Workplace: From Chaos to Collaboration - A Guide to Keeping Sane on the Job (Business Shrink)	Peter Morris (Author), Peter Laufer (Introduction)
Motivation & Productivity	Saul W Gellermann
Fundamentals of Quality Control & Improvement	Amitava Mitra
KAIZEN: The Key to Japan's Competitive Success	Masaki Imai
Operations Research	PK Gupta & DS Hira
Management Challenges For The 21st Century	Peter F Drucker
Lean Supply chain & Logistics Management	Paul Myerson
The Practice Of Management	Peter F Drucker
Human Resource Management	Gary Dessler & Biju Varkkey
General Administration	
Public Personnel Administration	O Glenn Stahl
Modern Public Administration	Felix A. Nigro
Management	James F. Stoner, R. Edward Freeman, Daniel R. Gilbert
Motion & Time Study	Mervin E Mundel
Evaluation of Human work (practical and ergonomic methodology)	Wilson & corlet
Human Resource management in Hospital	R C Goyal
Personal & human resource management	Robbins & Decenzo
Personal administration Handbook	Wilbert E. Scheer
The essence of Personnel Management & Industrial Relations	Cowling & James
Training Instruments in HRD & OD	Udai Pareek
Designing & Managing Human Resource Systems	Udai Pareek, Venkateshwara
Effective Public Relations	Cutlip, Centre & Broom
Customer Relationship Management	PP Singh & NJ Kumar
Service Mgmt & Operations	Haksever, Render, Russell, Murdick
Introduction to management accounting	Charles T. Horngren & Sundem
Cost accounting and managerial emphasis	Charles Horngren & Srikant M Datar & Madhav V Rajan
Managerial economics	Peterson and lewis

Marketing for Hospitality and Tourism	Kotler, Bowens & Makens
Financial Management	I M Pandey
Essential of Cost Accounting for Health Care Organization	Steven A Finker
Essentials of Services Marketing : concerts, strategies & cases	Hoffman & Bateson
The essence of business economics	Nellis & Parker
Financial management & policy	James C. Van Horne
Services Marketing : People, Technology & Strategy	Lovelock, Wirtz & Chatterjee
Advanced Management Accounting	Kaplan & Atkinson
Managerial Accounting for Hospitals	G.R.Kulkarni
The Economics of Health & Medical Care	Jacobs & rapaport
Cost Accounting: A Managerial Emphasis	Charles T Horngren
Strategic marketing	Douglas West, Ford & Ibrahim
Economic analysis for management & policy	Stephen, Lilani, Roberts, Hanson & Archibald
Marketing health policy	Buse, Mays & Walt
Essentials Of Health Care Finance	William O. Cleverly
How To Market Your Hospital Without Selling Your Philosophy	G.D Kunders
Macroeconomics :Theories & Policies	Richard T Froyen
Principles of marketing	Kotler, Armstrong
Essentials of Health Care Marketing	Eric N Berkowitz
Accounting Fundamentals for Health Care Management	Steven A Finker & David M Ward
The Essence of Financial Accounting	Leslie Chadwick
Consumer behaviour (Global Edition)	Schiffman & Kanuk
Human behaviour at work	Keith Davis; John W. Newstrom
Social Psychology	Baron; Nyla R. Branscombe & Byrne
The doctor's communication handbook 7th edition	Peter Tate
Hospital Facilities Planning & Management	G D Kunders
Fundamentals of Financial Management	Eugene F Brigham & Joel F Houston
Financial Management	Eugene F Brigham & Michael C Ehrhardt
From Clinician To manager	James Lawson & Arie Rotem
"Principles of Personnel Management", McGraw Hill International Book Company, New Delhi.	Edwin Flippo
"Personnel Management", Tata Mc Graw Hill, 1979.	Arun Monappa and Mirza S.Saiyudhin
"Dynamics of Personnel Management in India", Book of Readings, Tata Mc Graw Hill, 1979.	R.D. Agarawal
"Management of Human Resources" Book Company New Delhi	Pigors and Myers et. Al.
"Financial Management", Delhi: Tata Mc Graw Hill, 4TH Edition 2000.	M.Y.Khan & P.K.Jain
"Financial Management", New Delhi: Vikas Publication House, 8th Ed., 2001.	I.M.Pandey
"Financial Management", Galgotia Publication, Reprint 2000.	R.P.Rustogi

“Principles of Marketing”, Prentice Hall India	Philip Kotler
Basic Pathology Robin 5th ed. 1992	W.B. Saunders
General Pathology, 6th ed. Churchill and Living stone.	Walter and Israel
“Human Physiology”, Medical Allied Agency.	C.C. Chatterjee
“Text book of Medical Physiology”, Prism Books Pvt. Ltd.	Arthur C Guyton
“An Introduction To Human Physiology”, Oxford University Press	J. H. Green
Essentials of Human Anatomy, Jaypee Bros.	I B Singh
Human anatomy	B.D. Chaurasia
Daryl K.Granner, “Harper’s Biochemistry”,Prentice – Hall International Inc.	Robert K Murray
Business Communication:	
Fluency in English - Part II, Oxford University Press, 2006.	-
Business English, 2008.	Pearson
Language, Literature and Creativity, 2013	Orient Blackswan
Language through Literature (forthcoming) ed.	Dr. Gauri Mishra, Dr Ranjana Kaul, Dr Brati Biswas
William V. Ruch, Business Communication, New York, 1991.	Maxwell Macmillan
The Skills of Communication, Bombay, Jaico, 1995.	Bill Scott
Principles of Business Communication New York, McMillan, 1990	Ronald E Dulek and John S. Fielden
Lucid English	Vibha Chaturvedi

Second Year

Paper/Project	Paper Title and Course Content
Paper-IV	Materials Management in Hospitals
	<p>Equipment Planning, Procurement, Storage, Maintenance</p> <p>Material Management in Hospitals</p> <p>Introduction to Principles of Material management</p> <p>Inventory Management</p> <p>Classification of Inventory</p> <p>Basic Inventory Model, Inventory Costs</p> <p>Inventory Control</p> <p>Selective Inventory Control Techniques: ABC analysis, VED, SDE, FSN, HML, XYZ, MUSIC-3D</p> <p>Economic Order Quantity (EOQ)</p> <p>Ordering System</p> <p>Lead-Time, Safety Stock</p> <p>Standardization and Codification</p> <p>Value Analysis</p> <p>Value Engineering</p> <p>Just In Time Inventory (JIT)</p> <p>Purchase System</p> <p>Materials Planning</p> <p>Tendering System of Purchase-Supply, Storage, Distribution and Accounting in Hospitals pertaining to Medical Stores, Surgical Stores, Linen Stores, General Stores</p> <p>Conditioning and Disposal of Stores</p> <p>Role of Automation in Stores Management</p> <p>Vendor Rating</p>
Paper-V	Laws applicable to hospitals and Legal aspects of Health care
	<p>Law of Contract, Companies Act, Trade Union Act, Environmental Protection Act and other Acts applicable to hospitals, Medical Ethics</p> <p>Medical Ethics :</p> <p>Hippocratic Oath of medical practitioners, Patient's Bill of Rights, Hospital responsibilities,</p> <p>Managerial Ethics, Hospital Administrator's position, role & responsibility, including problems faced therein, regarding ethics & law.</p> <p>Law of Contract,</p> <p>Companies Act,</p> <p>Trade Union Act,</p> <p>Environmental Protection Act</p> <p>Criminal negligence and IPC 304-A.</p> <p>Indian Medical Council Act.</p> <p>Consumer protections Act</p> <p>Drugs and Cosmetic Act</p> <p>Medical Termination of Pregnancy Act</p> <p>Transplantation Human Organs Act</p> <p>Atomic Energy Act</p>

	Indian Medical Degrees Act Epidemic Diseases Act Biomedical Waste Management Rules Drugs and Magic Remedies (Objectionable Advertisement Act). Dangerous Machines Act Insecticides Act-1968 Artificial insemination – AID, AIH, IVF, Surrogate Motherhood Regulation of Blood & Blood products HIV-AIDS and related Law Rights of the Unborn and PNDT (prenatal diagnostic testing) act
Paper-VI	Hospital Information Management System
	Fundamentals of Computers, Data Communication and Networks, System Software, Application Software, Computer Application Fundamentals of Computers Input to computer Storage Devices Central Processing Unit Computer Output Data Communication and Networks Electronic Mail Data Communication Local Area Networks Wide Area Networks Systems Software Microsoft Disk Operating System - Compilers Interpreters Windows Application Software Word Processing Electronic spread sheet Database Management software Graphics Basics of Programming Programming Languages Flow Charts Structural Programming Computer Applications Hospital Information Systems
Project-2	Project Report

Recommended Books:

<u>Materials Management in Hospitals</u>	
“ Purchasing and Materials Management” New Delhi, Tata MC Graw Hill 4th Ed., 1994.	Donald W. Dobler, Lamer Lee Jr. and David N. Burt
“Materials Management”, New Delhi, Sultan Chand and Sons, 3rd Ed. 1997	M.M.Verma
Production Planning And Inventory Control	Magee Boodmann

Material Management- Procedure , Text & Cases	A.K. Dutta
Material Management Handbook	Peter Baily and David Farmer
Purchasing And Supply Management	Dobler& Burt
Supply Chain & Management: Strategy Planning & Operation	Chopra & Meindl
Hospital Stores Management : An Integrated Approach	Gupta & kant
Material Management: an Integral Approach	P Gopalkrishnan & M Sundaresan
<u>Laws applicable to hospitals and Legal aspects of Health care</u>	
Medical Negligence and The Law In India	Tapas Kumar Koley
Health Care Ethics	Garrett, Baillie & Garrett
<u>Hospital Information Management System</u>	
Information Systems for Modern Management, New Delhi, Prentice Hall of India, 1995.	Robert G. Murdick
Management Information Systems.	Godzdam B. Davis and Margrathe
Management Information Analysis and Design, New Delhi, Prentice Hall of India, 1985.	Henry Lucas
Management Information System, New Delhi, Prentice Hall of India, 1992.	Jarome Kanter
Computer in Business Management.	James O. Brien

Third Year

Paper/Project	Paper Title and Course Content
Paper-VII	Health Administration and Medical Care
	<p>Health Administration in India, National Health Policy, Bio Statistics and Research Methodology, National Health Program, Epidemiology</p> <p>Basic concepts:</p> <ul style="list-style-type: none"> • Meaning & Concept of Health, Disease, Care and Administration • Various levels of prevention/care & cure, levels of management • Health administration in India; • Organization of health services at Centre, State & District level • General introduction to organisation of health care delivery system in India. <p>Detailed Studies:</p> <ul style="list-style-type: none"> • Various committees for recommendations on health care; • National Health Programs in details • Population demography & its medical significance • Reasons for increasing Need and demand for medical care and Need/Demand assessment • Factors determining Availability and Cost of medical care steps/techniques to reduce the cost of medical care. • Urban medical care system in metropolitan cities. • Rural medical care including the role of State, NGO's, Private medical practitioners and community at large • Organization and administration of better medical care • National Health Policy and National Population Policy (Latest reviews) • Information Education & Communication (IEC) • Inter sectoral Co-ordination • Healthcare resource planning and allocation • Cost Benefit Analysis of Healthcare Programs and Plans • Success / Failure Analysis for various Health Plans, Programs, Schemes etc.and Research for their Causes. • Significance of Materials Management in Healthcare. • Alternative systems of health care :-General introduction and their role in overall healthcare system, Yoga Therapy & its Global relevance. • Rehabilitation • WHO and other International Health Agencies. • Immunization, International recommendations for immigrant's vaccination • Quarantine and Isolation. <p>Epidemiology</p> <p>Evolution and Uses of Epidemiology Definitions and Terminology Natural history of disease and role of hospital in various levels of Prevention</p>

	<p>Types of Epidemiology Methods of Epidemiological Studies Socio-Economic Status and occupation as determinant in Disease Distribution Cause and Effect Relationship Epidemiology of Hospital Infection Epidemiology of Non-Communicable Diseases How to investigate an epidemic and role of the hospital in its control Common Diseases in India-their Epidemiology and Prevention Screening and Surveys Concept of Health Indicators Disability adjusted life years (DALY's), Quality adjusted life years (QALY's), Disability adjusted life expectancy (DALE), Physical quality of life Index (PQLI) etc.</p> <p>Biostatistics & Research Methodology Basic Concepts – Introduction, Definitions; Basics of Medical Research Presentation of Data Frequency Distribution Measurements of Central Tendency Mean, Median, Mode Measures of Disease Frequency Measurements of Dispersion-Mean and Standard Deviation Sampling Methods and Errors in Sampling Normal Curve and Poisson Distribution Testing of Hypothesis Test of Significance-Normal test, “t” test and chi-square test Health Statistics Health Statistics and Health Information System in India Methods of Registration-Fallacies/ Difficulties and Sample Registration Common Rates and Ratios in India Incidence and Prevalence Rate Morbidity Statistics-Problems of measurements, Sources of morbidity Social Survey-its role and development in India Planning a Research Project and Selecting a Research Problem Research Protocol Writing Bibliographical Data Questionnaires, Interview and Observations Case Study The Experimental Technique Measurement and Analysis of Data Reporting and Write-Up Research in Social Sciences Errors of Measurement.</p>
Paper-VIII	Hospital Administration and Hospital Planning
	<p>History and Evolution of Hospitals, Hospital Statistics, Architect's Brief, Role of Hospital Administrator in building a Hospital, Hospital Projects, Quality in Hospital Services, Disaster Management, Bio Medical Waste Management</p> <p>History and Development of Hospitals in India:</p>

	<p>Types; Size; Distribution; Ownership; Utilization ratio; Trends; Problems of Hospital Administration: Govt Hospital; Private hospital; Specialized hospital; Cancer hospital; AYUSH hospital (Ayurveda & Yoga, Unani, Siddha and Homeopathy hospitals); Psychiatric hospital; Children's hospital; Maternity hospital; Administration of a teaching hospital; General hospital, District hospital, Taluka hospital and Municipal hospital; Indian Red Cross society and hospitals</p> <p>Functions-Medical care, Prevention, Professional Education, and Research Role of Hospital in Health Spectrum</p> <p>Hospital Administration: Principles of administration, Responsibilities, Functions</p> <p>Hospital Organisation</p> <p>The Governing Organisation</p> <p>The Hospital Administrator: Qualifications, Responsibilities, Authority, Relationship, Motivation, Role, Functions</p> <p>Challenges of Hospital Administration</p> <p>Hospital as a Matrix Organisation</p> <p>Channels of Authority and Communication</p> <p>Staffing Norms in Various Departments and Hospitals</p> <p>Nursing Administration</p> <p>Nursing Organisation Structure</p> <p>Nurse Doctor Relation</p> <p>Doctor Patient Relation</p> <p>Issues in Nursing Administration</p> <p>Recent Trends in Nursing Profession and Nursing Practices</p> <p>Case Method Study of Hospital Problems</p> <p>Health Care Facility Management</p> <p>Transfer to Other Hospitals</p> <p>Hospital Welfare Services</p> <p>Reports and Returns</p> <p>Medical Boards</p> <p>Entitlement of Treatment</p> <p>Inspection, Medical Superintendent's Rounds</p> <p>Hospital Standing Orders</p> <p>Exit Interview & Discharge Procedure</p> <p>Enterprise Resource Planning (ERP)</p> <p>Planning of the Hospital: Macro planning of hospitals; Hospital space module</p> <p>Role of the Architect: In the planning stages; preliminary sketches; final plans, Working drawings; specifications, cost estimates; Construction problems.</p> <p>Site Surveys: Physical environment, Possibility for expansion; Utilities-water, electricity, sewer lines, telephone, transportation and others</p> <p>Hospital Building: External architect aspects; Internal arrangements; External services; Hospital infection control and medical architecture; Hospital lighting; Ventilation; Planning of individual services and departments; Planning a ward/nursing unit; Land scaping in hospitals; Project management, waiting areas, ramps, differently abled friendly hospital</p> <p>Taking Over and Commissioning a New Hospital</p> <p>Alteration and Additions in an Existing Hospital</p>
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	<p>Planning the Hospital Engineering Services Equipment planning and management for a new hospital: Strategic planning and selection of hospital equipment; Purchase procedure; Installing and commissioning; Equipment utilization; Repair and maintenance; Calibration of medical equipment.</p> <p><u>Quality in Hospital Management</u> Basic Concept, Definition, Terminology of Quality Management Quality Policy and Objectives. Organisation for Quality, Quality Circles. Economics of Quality. Quality Assurance, Zero Defect Concept. Quality Specifications. Statistical Aids in Limits and Tolerances. Inspection. Manufacturing Planning for Quality. Sampling Plans for Attributes and Variables and Various Control Charts. Total Quality Control ISO (International Organization for Standardization) – QMS – ISO 9001:2000, JCI Standards for Healthcare & Hospitals, NABH (National Accreditation Board of Hospitals.)</p>
Paper-IX	Administration of Clinical and Non Clinical Services
	<p>Organisation and Management of Clinical Services, Organisation and Management of Support and Utility Services, Transportation, Recent Trends in Hospital Project Management</p> <p>Outpatient Services Inpatient Services Accident and Emergency Services Trauma Management and Triage Surgical Services Intensive Care Unit Coronary Care Unit Organ Transplant Cell; Bone marrow transplant unit (BMT); Kidney transplant unit Dialysis Unit Day Care Units Nursing Services Ward Management Including Welfare and Recreational Facilities</p> <p>Radio Imaging and Radiotherapy Services Hospital Laboratory Services Physiotherapy Centre Medical Stores and Pharmacy Services: Hospital formulary; Essential drugs list (EDL) Blood Bank and Transfusion-Services Central Sterile Supply Department (CSSD) Dietary Service Mortuary House-Keeping including Pest Control</p>

	<p>Medical Records Transportation: Ambulance services; Intramural; Extramural (Patient; Staff; Visitors) Hospital Hazards and Fire Safety Hospital Security Linen and Laundry Services Hospital Information System (HIS)</p> <p>Re-Engineering Telemedicine Artificial Intelligence Managerial Issues in Nuclear, Biological and Chemical (NBC) Warfare Casualties Medical Tourism Euthanasia Outsourcing Nano Technology Robotic Surgery Disaster Management Risk Management Ergonomics and Application in Hospitals Occupational Hazards</p> <p><u>Recent Trends in Hospital Project Management</u> Changing patterns of Diet & Nutrition, Changing patterns of Life Styles and their effects on Health, Changing concepts of Quality of Life, Changing socio economic standards, Changing pattern of Health & Disease Newly emerging diseases & Stress related disease pattern Shift from curative, to Health promotion & disease prevention Role of Doctor and medical personnel as a community advisor Advanced Scientific methods in Pathology, Microbiology, Biochemistry, Histopathology, Serology, Immunology, Blood Bank etc. Advanced Scientific methods in Radiology, Radio diagnosis & Radiotherapy Advanced Scientific methods in Medical and Surgical Diagnosis and Treatment Computerized organ functions, Blood gases, Multi para monitoring, Ventilators, Defibrillators, Pace makers, Various Endoscopies, Endoscopic diagnosis, biopsies & Endoscopic surgeries etc. Laparoscopic & Minimal Invasion Surgery Uro dynamic studies, flowmetry, Uro endoscopic procedures, Lithotripsy Haemo and Peritoneal Dialysis. Various advanced Neurodiagnostic procedures, methods of treatment including Steriotaxy Cardiac procedures like Angiography, Angioplasty, medicated stents, routes for stenting, CABG, Micro vascular techniques, closed cardiac procedures, Heart –lung machine Microscopic surgery in ophthalmology, ENT Phaco emulsification in ophthalmology Use of C-arm, Illizarov, and other modern techniques in Orthopaedics Lasers in Diagnosis and Treatment. CO2 and Yag Lasers. Use of Lasers in ophthalmology, dermatology, Robotic surgery</p>
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	<p>Infertility diagnostics, Artificial Insemination, AID, AIH, IVF, Sperm bank, Surrogate motherhood</p> <p>Plastic surgery</p> <p>Organ Transplant: Kidney, Cornea, Liver, Heart, others</p> <p>Stem cells and their importance. Need for stem cell banks</p> <p>Nanotechnology</p> <p>Medical Tourism: Video conferencing: Concept, material requirements at provider's end, Mediator, User's end, process, advantages, disadvantages</p> <p>Online view and interference of interventional and surgical procedures</p> <p>Tele Medicine : Concept, prerequisites, material requirements at provider's end, Mediator, User's end, process, advantages, disadvantages</p>
Project-3	Project Report

RECOMMENDED BOOKS:

<u>Health Administration and Medical Care</u>	
Preventive & Social Medicine	K. Park
Environment Health & Sustainable Development- Understanding Public Health	Megan Landon
Structures of Control in Health Management	Rob Flynn
Essentials of Public Health Management	L Fleming Fallon, Jr; Eric J Zgondzinski
Medical Devices: Use & Safety	Jacobson & Murray
Health Care Administration	Lawrence F. Wolper
Public Health :Administration & practice	Hanlon & Pickett
Handbook of Health Care Management	Duncan, Ginter & Swayne
Quality Management	DD Sharma
Text Book of Preventive and Social Medicine.	K Park Park
Text Book of Preventive and Social Medicine.	B.K. Mahajan
Primary Health Care Buildings	Ruth Cammock
Statistics for the social sciences	W L hays
Statistical methods in medical research – 2 nd edition	P Armitage and G Berry
Methods in biostatistics 7 th edition	Dr BK Mahajan
Basic and clinical biostatistics	Bethdawson, Rebert & G Trapp
An introduction to medical statistics	Martin Bland
Emergency Medical services & Disaster Management	P.K. Dave (Editor), S. Gupta (Editor), N.K. Parmar (Editor), Sharad Kant (Editor)
<u>Bio Statistics & Research Methodology:</u>	
Research Methodology	C.R. Kothari
Fundamentals of Statistics, Kitab Mahal, Allahabad	D. N. Elhance
“Statistics: Theory, Methods and Applications”, New Delhi: Sultan Chand and	D. C. Sancheti and V. K. Kapoor

Sons., 2001	
“Fundamentals of Statistics”, Allahabad: Kitab Mahal, 1996	D.N. Elhance, Veena Elhance and B. M. Aggrawal
“Statistics for Management”, New Delhi: Prentice Hall of India, 2000	Richard I. Levin and D.S. Rubin
“Statistical Methods”, New Delhi, Sultan Chand and Sons, 2001	S. P. Gupta
<u>Administration of Clinical and Non Clinical Services</u>	
Operating Room Management : Structure, strategies & Economics	Harris & Zitzmann Jr.
Technology, Health Care & Management in the Hospital of the Future	Geisler, Krabbendam & Schuring
Emergency Department Organisation and Management(2 nd edition)	Jenkins & John H
Hospital Special Care Facilities: Planning For USER NEEDS	Laufman
The Patient Safety Hand Book	Barbara Youngberg & Martin Hatlie
Clinical Laboratory Management	Karni, Viskochil, Amos
Working In A Hospital	Lesley Holland
Textbook Of Clinical Laboratory Supervision	Kathleem Becam – McBride
Air Conditioning Installation & Maintenance	Ernest Tricconi
Handbook Of Record Storage and Space Management	C. Peter Waegemann
Hospital Security	Russell L Colling
<u>Hospital Administration and Hospital Planning</u>	
Hospital & Health Care Administration (Appraisal & Referral treatise)	Gupta & Kant
Infection Control in Ambulatory Care	Friedman & Petersen, APIC
Hospital Associated Infections : Epidemiology, Prevention & Control	Nita Patwardhan
Bennet & Brachman’s Hospital infections	William R. Jarvis
Evidence Based General Practice	L. Ridsdale
Managing a Modern Hospital	A.V. Srinivasan
The Practice of Management for Health Care Professionals	Numerof
Architect’s Data	Neufert
Hospital Administration at a Glance	Hemchandra & Jamaluddin
Health Planning for Emerging Multihospital Systems	James O Hepner
Hospital Administration Handbook	Rowland & Rowland
Hospital and Health Services Administration: Principles and Practice	Syed Amin Tabish
Hospital Management : A Guide to Departments	Rowland & Rowland
Electrical Safety in Hospitals	C S Ward
Hospital Organisation And Management	Darr and Rakich

New Health Facilities : Architectural Design	Arian Mostaedi
Designing For Total Quality In Health Care	G D Kunders
Hospital Design & Function	Todd Wheeler
Time Saver Standards For The Architectural Design Data	Hancock Callender
Hospital Planning Handbook	Rex Whitaker, Allen Ilona, Von Karolyi
Quality Management System	Brig Y Mukherjee
The Essence of Total Quality Management	John Bank
A Management Guide to PERT/CPM	Weist & Levy
Medical Quality Management	Pratibha Varkey
Quality Care for Elderly People	Mayer, Dickinson & Sandler
Managed care, outcome & Quality –A practical Guide	Steven F Isenberg
The certified Six Sigma Green Belt	Munro, Maio, Nawaz
Statistical quality control	M Mahajan
Hospital Operations-Principles of High Efficiency Health Care	Wallace J Hopp & William S Lovejoy
Principles Of Risk Management And Patient Safety	Barbara J Youngberg
Quality Essential For Leaders	Joseph Defeo & J M Juran

Paper-I
CONCEPT AND PRINCIPLES OF MANAGEMENT

Time: Three Hours

Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

Q.1 Describe the application of management principles in maintaining the overall operations of a hospital. 25

Q. 2 Define Leadership. Name the various leadership styles. What are the advantages of democratic leadership?
25

Q. 3 Write in brief about: [12.5x2=25]

- (a) Functional objectives in planning
- (b) Evaluation of importance of decision

Q. 4 Write short notes on any five: [5x5=25]

- (a) Forecasting
- (b) Management by objective
- (c) PERT & CPM
- (d) Control charts and models in process capability analysis
- (e) Managing ethics
- (f) What are the essential skills of Managers?
- (g) What is tows metrics?

Model Question Paper

BHA_____

Bachelor of Hospital Administration

GA-102

BHA Examination Month, Year

Paper-II
GENERAL ADMINISTRATION

Time: Three Hours
Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

Q. 1 Describe the scope of financial management. What role should the finance manager play in a multi-specialty hospital? 25

Q. 2 What is marketing? Elaborate the process of marketing. 25

Q. 3 Write in brief about: [12.5x2=25]

- (a) Explain different psychological factors affecting consumer behavior.
- (b) What is online marketing? How it is useful? What is its future in India?

Q. 4 Write short notes on any five: [5x5=25]

- (a) Recruitment & selection – Differentiate
- (b) Difference between Economics and Economy
- (c) Maslow's Hierarchy of Need theory
- (d) Target Costing
- (e) Functions of Human Resource Management
- (f) Theories on Leadership
- (g) Global marketing

Model Question Paper

BHA_____

Bachelor of Hospital Administration

IBLS-103

BHA Examination Month, Year

Paper-III

**INTRODUCTION TO BASIC LIFE SCIENCES, MEDICAL TERMINIOLOGY AND
BUSINESS COMMUNICATION**

Time: Three Hours

Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

Q. 1 Identify the organs of Nervous System. Describe the functions of the Nervous System. 25

Q. 2 How does Musculoskeletal System function? 25

Q. 3 Write in brief about: [12.5x2=25]

- (c) Name the organ of the Circulatory System
- (d) What is listening ? What are the barriers to listening?

Q. 4 Write short notes on any five: [5x5=25]

- (a) Name the organs involved in digestion.
- (b) Draw and label the structures of the respiratory system.
- (c) Write a note on liver.
- (d) Write the meaning of suffix Algia, plegia?
- (e) Chemotherapy and Immunotherapy
- (f) Urinary incontinence
- (g) What are the various types of Grapevine communication?

Model Question Paper

BHA_____

Bachelor of Hospital Administration

MMH-201

BHA Examination Month, Year

Paper-IV
MATERIAL MANAGEMENT IN HOSPITALS

Time: Three Hours
Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

- Q. 1** You are a purchase manager in Hospital. You have to buy medical equipment in Surgery department. What are the steps that you will do from planning, proposal till installation. 25
- Q. 2** What is meant by Equipment maintenance and what are the various methods of maintenance? 25
- Q. 3 Write in brief about:** [12.5x2=25]
- (a) What are the factors to be considered before installing and commissioning of biomedical equipment?
 - (b) What is the role of biomedical engineer in the hospital?
- Q. 4 Write short notes on any five:** [5x5=25]
- (a) Name some commonly used electronic medical equipment in the hospital
 - (b) What are the steps required for maintenance and monitoring of biomedical equipment?
 - (c) Explain the concept of break down and lead time
 - (d) List out the objectives of maintenance management
 - (e) What are the elements of operational strategy?
 - (f) What is meant by calibration?
 - (g) Write a note on factors influencing transportation cost

Model Question Paper

BHA_____

Bachelor of Hospital Administration

LAH-202

BHA Examination Month, Year

Paper-V

LAWS APPLICABLE TO HOSPITALS AND LEGAL ASPECTS OF HEALTH CARE

Time: Three Hours

Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

Q. 1 What is the statutory requirement to be followed by the Hospital under Pre-conception and Prenatal Diagnostic Techniques (Prohibition of sex detection) Act, 1994?

25

Q. 2 What are the various steps involved while admitting a medico-legal case?

25

Q. 3 Write in brief about:

[12.5x2=25]

- (a) Discuss the role of a Hospital Administrator in working of a hospital.
- (b) What are the duties of physician to the public?

Q. 4 Write short notes on any five:

[5x5=25]

- (a) Enlist the licences and certificates required to run a Hospital
- (b) Death certificate
- (c) Privileged communication
- (d) Law of Tort
- (e) Dying Declaration
- (f) Consent and Negligence
- (g) Post Mortem.

Model Question Paper

BHA_____

Bachelor of Hospital Administration

HIMS-203

BHA Examination Month, Year

Paper-VI
HOSPITAL INFORMATION MANAGEMENT SYSTEM

Time: Three Hours
Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

- Q. 1** Explain dimensions of the information resource management (IRM). 25
- Q. 2** Discuss about components of Data management sub system. Write advantages and disadvantages of DSS? 25
- Q. 3 Write in brief about:** [12.5x2=25]
- (a) How can Artificial Intelligence help managers?
 - (b) What are the challenges to global information systems?
- Q. 4 Write short notes on any five:** [5x5=25]
- (a) Management information system (MIS)
 - (b) Role of computers in MIS
 - (c) Data warehousing
 - (d) Group decision support system
 - (e) What are the challenges to global information systems?
 - (f) List out the different types of information
 - (g) Telemedicine/ online consultation cost

Model Question Paper

BHA_____

Bachelor of Hospital Administration

HAMC-301

BHA Examination Month, Year

Paper-VII
HEALTH ADMINISTRATION AND MEDICAL CARE

Time: Three Hours
Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

Q. 1 Briefly describe the different steps involved in a research process. 25

Q. 2 What is the health care delivery system in India? Discuss the health status and health problems in India. 25

Q. 3 Write in brief about: [12.5x2=25]

- (a) Explain the role of Third Party Administrator in Health Insurance
- (b) Enumerate the various functions of primary health centre

Q. 4 Write short notes on any five: [5x5=25]

- (a) Write a note on ethics in research.
- (b) Enumerate the various objectives of WHO.
- (c) Discuss the role of Insurance Regulatory Development Authority (IRDA)?
- (d) What are the criteria for a good research?
- (e) Explain the various types of sampling technique.
- (f) Universal Precaution – Health care workers.
- (g) Epidemiological Triad.

Model Question Paper

BHA_____

Bachelor of Hospital Administration

HAHP-302

BHA Examination Month, Year

Paper-VIII

HOSPITAL ADMINISTRATION AND HOSPITAL PLANNING

Time: Three Hours

Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

Q. 1 Enumerate the various stages of project formulation while implementing a super specialty hospital project. 25

Q. 2 What do you understand by 'feasibility study' for a new hospital in an Urban Area? 25

Q. 3 Write in brief about: [12.5x2=25]

- (a) Enumerate licences required for registration of a new hospital
- (b) Explain the roles and responsibilities of a project manager

Q. 4 Write short notes on any five: [5x5=25]

- (a) Architect brief
- (b) Outsourcing of Hospital Services
- (c) Average Length of stay (ALOS)
- (d) Green hospital
- (e) Bed occupancy rate
- (f) Hospital census
- (g) Define Disaster and its types.

Model Question Paper

BHA_____

Bachelor of Hospital Administration

ACS-303

BHA Examination Month, Year

Paper-IX

ADMINISTRATION OF CLINICAL AND NON CLINICAL SERVICES

Time: Three Hours

Maximum Marks: 100

All the parts of one question should be answered at one place in sequential order.
Illustrate your answers with suitable diagrams wherever necessary.

Attempt all questions

Q. 1 Describe the essential monitoring process in CSSD to ensure its effective functioning. What are the Quality Control checks of Sterilization process in CSSD? 25

Q. 2 You are appointed as a floor manager of Obstetrics & Gynaecology dept. How would you organize an efficient and modern system of hospital waste management in accordance with BMW Rules (as amended), 2016? 25

Q. 3 Write in brief about: [12.5x2=25]

(a) Describe significance of Hospital Infection Committee and its role in Healthcare Associated Infection.

(b) Explain briefly Fire hazards in Hospitals

Q. 4 Write short notes on any five: [5x5=25]

(a) Janitor's Room

(b) Zoning in OT

(c) Enumerate functions of Nursing services in hospitals

(d) Triage

(e) What are 2 quality indicators defined by NABH for Blood banks?

(f) Medical errors

(g) Laboratory Safety