

MAULANA ABUL KALAM AZAD UNIVERSITY OF TECHNOLOGY, WB
Syllabus of BBA in Hospital Management
(Effective for 2020-2021 Admission Session)
Choice Based Credit System
140 Credit (3-Year UG) MAKAUT Framework
w.e.f 2020-21

Program Outcome:

- 1) Apply the principles and practices of management into managing the hospitals
- 2) Apply analytical and critical thinking abilities for problem solving in hospitals
- 3) Conform business affairs with respect to social economic legal and ethical issues
- 4) Communicate with effectiveness and empathy.

Curriculum Structure

SEM-1

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA (HM) 101	Hospital Operations Management	5	1		6
2.		BBA (HM) 102	Hospital and Health Systems	5	1		6
3.	GE		Any one from GE Basket				6
4.	AECC	BBA(HM) 104	English Communication	2			2
Total Credit							20

SEM-2

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(HM) 201	Medical Terminology	5	1		6
2.		BBA(HM) 202	Hospital Overview (Field Visit)	5	1		6
3.	GE		Any one from GE Basket				6
4.	AECC	BBA(HM) 204	Environment & Sustainable Development	2			2
Total Credit							20

SEM-3

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(HM) 301	Medical Record Science	5	1		6
2.		BBA(HM) 302	Health Care Marketing	5	1		6
3.		BBA(HM) 303	Health Information Systems	5	1		6
4.	GE		Any one from GE Basket				6
5.	SEC	BBA (HM) 305	Computer Applications	2			2
Total Credit							26

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SEM-4

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(HM) 401	Public Health and Health Care Planning	5	1		6
2.		BBA (HM) 402	Support Utility Systems-I	5	1		6
3.		BBA(HM) 403	Hospital Inventory Management	5	1		6
4.	GE		Any one from GE Basket				6
5.	SEC	BBA(HM) 405	Basic Healthcare Analytics	2			2
Total Credit							26

SEM-5

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA (HM) 501	Epidemiological Transitions in Healthcare	5	1		6
2.		BBA (HM) 502	Support and Utility Services-II	5	1		6
3.	DSE 1 (Any one)	BBA(HM) 503 (A)	Financial Management and Risk Analysis	5	1		6
		BBA(HM) 503 (B)	Concepts of Digital Health				
4.	DSE 2 (Any One)	BBA (HM) 594 (A/B) *	Minor Project/ Internship		1	5	6
Total Credit							24

** (Students have to engage in a full length project with a pre-specified Internal Guide (faculty member) throughout the semester). Industry collaboration is highly encouraged wherever possible.
 (At least two-three times progress needs to be checked and evaluation needs to be done through PCA.) It will followed by a report submission and viva.)

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SEM-6

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(HM)601	Quality in Healthcare	5	1		6
2.		BBA(HM)602	Health Insurance	5	1		6
3.	DSE 3 (Any one)	BBA(HM)603 (A)	Health Economics	5	1		6
		BBA(HM) 603 (B)	Human Resource Management				
4.	DSE 4 (Any one)	BBA(HM)694 *(A/B)	Major Project/ Internship		1	5	6
Total Credit							24

** (Students have to engage in a full length project with a pre-specified Internal Guide (faculty member) throughout the semester). Industry collaboration is highly encouraged wherever possible.

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Semester-I

Paper Code: BBA (HM) - 101
 Paper Name- Hospital Operations Management
 Total Credit: 6
 Total hours of lectures: 60 hours

CO:

- a) To know about the Definition of Hospital Overview of Professional service units of a hospital (clinical and non clinical)
- b) Concept of Professional management and also Management of Indian hospital-challenges and strategies
- c) To know about the Hospital Planning-concept Guiding principles in planning hospital facilities & services Planning the hospital building Stages in planning, Finance, Location, Need assessment survey of community, factors determining site, legal requirements, design consideration, Project management & implementation, Gantt Chart Planning the operational units, engineering, lighting etc.
- d) To have insights of Organization of the hospital Management structure Governing body, Hospital committees and hospital functionaries Duties and responsibilities of various levels of management.

Sl.	Topic/Module	Hour
1.	Unit – I Major functions of Hospital Operations Management dept. –Reception, Registration, Admission, Transfer, Billing & Discharge	10
2.	Unit-II Coordination with various departments – Medical, Housekeeping,Security, MRD, Lab, Radiology, Maintenance, Transport, Stores, IT, F&B	10
3.	Unit-III Managing operational issues of OPD, IPD, Emergency, Day care, ICU & OT, Patient Education and Counselling, Managing Information Centre & Appointment scheduling, Managing TPA / Insurance help desk, Report despatch & delivery system	10
4.	Unit – IV Job responsibilities of a Hospital Operations Manager, Qualitiesrequired in a Hospital Operations team – Personal & Managerial skills	10
5.	Unit-V Disaster management, Handling patient grievances, Ensuring patient safety, Patient satisfaction & Feedback mechanism, Handling of VIP patients, Medico-legal aspects, Usage of Hospital Software	10
6.	Unit – VI Documentation – Policies, SOP & Reporting Issues, Challenges &Innovations in Hospital Operations Management	10

Suggested Reading

- 1) Hospital Administration – by C.M. Francis & Mario C de Souza
- 2) Principles of Hospital Administration and Planning – by B M Sakharkar
- 3) Hospital Administration: A Problem Solving Approach – by Sonu Goel, Anil Kumar Gupta & Amarjeet Singh
- 4) Standard Operating Procedures (SOPs) for Hospitals – by Dr. Arun Kumar Agarwal
- 5) Checklists for Hospitals – by Dr. Arun Kumar Agarwal
- 6) Hospital Management: Text & Cases – by K. V. Ramani

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Paper Code: BBA (HM) - 102
 Paper Name- Hospital & Health System
 Total Credit: 6
 Total hours of lectures: 60 hours

Co:

- a) To know the meaning of Definition and meaning of Health Holistic approach to health Spectrum of health Positive health Changing concept of health Dimensions of health Determinants of health Indicators of health Concept of well being.
- b) To know the concept of healthcare and the levels of healthcare in Indian Scenario .
- c) To know about the Definition of Hospital Overview of Professional service units of a hospital (clinical and non clinical)
- d) To know about the international Health agencies .

Sl.	Topic/ Module	Hour
1.	Unit – I Hospitals in the framework of India’s Health Policy, Origin,Evolution & Growth of Hospitals, Importance of Hospitals in Society	10
2.	Unit –II Levels of Health care delivery system in India. Classification of Hospitals- Teaching / Non-teaching, Super speciality/General,Govt./Non- Govt. Large/small, Accredited / Non-accredited	10
3.	Unit – III Hospital as a mega system – full of complexity, Various departments in Hospitals, Major functions & services offered at Hospitals, Unique features of Hospitals	10
4.	Unit –IV Licenses & Approvals required to set up & run Hospitals, Type of Workforce required in Hospitals, Type of Equipment & machinery required in Hospitals	10
5.	Unit – V Hospital Organization – Structure & Function, Hospital committees Clinical Services, Nursing Services, Funds flow in Hospitals	10
6.	Unit-VI International Healthcare Structure, Examples of some of the leading Hospitals & Health Leaders in India	10

Suggested Reading

1. Hospitals – Facilities Planning & Management – by G. D. Kunders
2. Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement – by Mark Garban
3. Hospital Management and Administration: Principles and Practice – by B V Subrahmanyam
4. Hospital: Man, Woman, Birth, Death, Infinity, Plus Red Tape, Bad Behaviour, Money, God and Diversity of Steroids – by Julie Salamon
5. Hospitals: What they are and how they work – by I. Donald Snook
6. Preventive and Social Medicine - by K. Park

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Course: English Communication

Code: BBA (HM) 104

Course Objective: The course is designed to develop the student's communicative competence in English by giving adequate exposure in the four communication skills - LSRW - listening, speaking, reading and writing and the related sub-skills, thereby, enabling the student to apply the acquired communicative proficiency in social and professional contexts.

Sl	Course Outcome	Mapped modules
1	Students will be able to Remember & Understand the basic concepts of the usage of English grammar & vocabulary in communication.	M1
2	Students will be able to Comprehend facts and ideas by organizing, comparing, translating, interpreting, giving descriptions, and stating the main ideas given in written texts.	M1, M2
3	Students will be able to Synthesise and Apply acquired linguistic knowledge in producing various types of written texts	M1, M3
4	Students will be able to Comprehend facts and ideas from aural inputs and Synthesise and Apply acquired linguistic knowledge in giving spoken response	M1, M4

Contact Hours / Week: 1L + 1T

Credits: 2

Module 1: Functional Grammar & Vocabulary: Tense: Formation and application; Affirmative / Negative / Interrogative formation; Modals and their usage; Conditional sentences; Direct and indirect speech; Active and passive voice; usage of common phrasal verbs, synonyms & antonyms.

1L + 1T

Module 2 : Reading Skills: Comprehension passages; reading and understanding articles from technical writing. Interpreting texts: analytic texts, descriptive texts, discursive texts; SQ3R reading strategy.

1L + 1T

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Module 3 : Writing Skills: Writing business letters - enquiries, complaints, sales, adjustment, collection letters, replies to complaint & enquiry letters; Job applications, Résumé, Memo, Notice, Agenda, Reports – types & format, E-mail etiquette, advertisements 4L + 4T

Module 4 : Listening & Speaking

Listening: Listening process, Types of listening; Barriers in effective listening, strategies of effective listening

Speaking: Presentations, Extempore, Role-plays, GD, Interview

4L + 4T

Suggested readings:

1. Bhatnagar, M & Bhatnagar, N (2010) Communicative English for Engineers and Professionals. New Delhi: Pearson Education.
2. Raman, M & Sharma, S (2017) Technical Communication. New Delhi: OUP.
3. Kaul, Asha (2005) The Effective Presentation: Talk your way to success. New Delhi: SAGE Publication.
4. Sethi, J & Dhamija, P.V. (2001), A Course in Phonetics and Spoken English. New Delhi: PHI.
5. Murphy, Raymond (2015), English Grammar in Use. Cambridge: Cambridge University Press.
6. Dianna Booher (2015), What More Can I Say?: Why Communication Fails and What to Do About It, Prentice Hall Press.

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Semester-II

Medical terminology
 Paper Code: BBA(HM) - 201
 Total Credit: 6
 Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	Module 1: Basics of Prescription Reading. Common Latin term used in prescription writing, Study of standard abbreviations used in prescription, Study of common abbreviations used in various departments of hospitals.	10
2.	Module 2:a. Basics of Medical Terminology. 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	10
3.	Module 3: Overview of various kinds of Medical Imaging.	10
4.	Module 4: Fundamentals of Digestive system. Fundamentals of Cardio-Vascular System. Fundamentals of Respiratory System.	10
5.	Module 5: Basic Concept on Elementary Diseases of Human System. Elementary Diseases of Musculo-skeletal System (Arthritis, Osteoporosis, Bone Fracture etc.) Elementary Diseases of Urinary System (Dialysis, Nephritis, BPH & Hydronephrosis). Elementary Diseases of Respiratory System (Asthma, Pneumonia, Tuberculosis .)	10
6.	Module 6: Fundamentals of medical Terms used by Medical terminology used by Cardiologist Medical terminology used by Neurologist Medical terminology used by Nephrologist Medical terminology used by Gastro-intestinologist Medical terminology used by ENT surgeon Medical terminology used by Dentist Medical terminology used by Orthopedic surgeon	10

Suggested Readings:

- 1) Paramedics-Six in One, Jaypee Brothers
- 2) Human physiology vol 1&2 by Dr. C C Chatterjee
- 3) Guyton and Hall Textbook of medical Physiology
- 4) Colour atlas of human body
- 5) Grays Anatomy for Students Ricard L Drake
- 6) Park's textbook of Preventive & Social medicine

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Paper Name: Hospital Overview
 Paper Code: BBA (HM) 202
 Total Credit: 5L +1T
 Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	Module 1: Concept of Modern Hospital & Privatization In Health Sector, Concept of Health Care Industry & Its Ever-Changing Character, Understanding Functioning of Corporate Multi-Specialty Hospital.	16
2.	Module 2: Health Scenario of India- Past, Present And Future, Public Sector Hospitals And The Levels Of Care Offered.	10
3.	Module 3: Effects of Globalization In Health Care, Concept of Corporate Hospital In Developing Countries, Infrastructure And Lay Out of An Ideal Corporate Hospital.	12
4.	Module 4: Functioning Of Modern Hospitals & Changing Need of Patients, Hospitality In Hospital Care.	12
5.	Module 5: Managerial Activities For Effective Hospital Functioning	10

Suggested Readings:

1. Hospital Facilities Planning & Management, G.D Kunders—TMH
2. Principles of Hospital Administration & Planning, B.M Shakharkar—JAYPEE
3. Hospital Administration, D.C Joshi & Mamta Joshi—JAYPEE
4. Essentials for Hospital Support Services and Physical Infrastructure, Madhuri Sharma—JAYPEE
5. The Hospital Administrator, M.A George---JAYPEE
6. Hospitals and Nursing Homes Planning, Organizations and Management, Syed.A.Tabish, JAYPEE

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Paper: Environmental Science and Sustainable Development

Code : BBA (HM) 204
 Contacts Hours / Week : 2L
 Credits : 2

Sl.	Topic/Module	Hour
1.	Module 1 : Introduction , Multidisciplinary nature , Scope and importance; the need for environmental education. Concept of sustainability and sustainable development.	2
2.	Module 2 : Ecosystems: Definition, Structure: food chains, food webs and function of ecosystem: Energy flow, nutrient cycle and ecological succession. Ecological Interactions, Biodiversity and Conservation – Levels, India as a mega-biodiversity nation, Threats to biodiversity, Ecosystem and biodiversity services	2
3.	Module 3 : Environmental Pollution - Types:- Air pollution, Water pollution, Land pollution, Noise pollution; pollutants, Effects of pollution, Control and Remedial measures.	6
4.	Module 4 : Environmental Protection- Report of the Club of Rome: Sustainable Development, Different Renewable Energy Sources- Wind Power, Water Power, Bio Fuel/Solid Bio Mass, Geothermal Energy, Nuclear Power, Environmental Movements- Chipko movement; Narmada Bachao movement; Tehri Dam conflict.	5
5.	Module 5 : Environmental policies and Legislations: Environmental Regulations Different Acts, Environmental Ethics Environmental Impact Assessment (EIA), EIA – Methods and Tools, Appraisal and Clearance for Industry, Evaluation System.	5

Suggested Readings:

1. G.N. Pandey: Environmental Management, Vikas Publishing House Pvt. Ltd.
2. Cunningham: Environmental Science, TMH.
3. R. Rajagopalan: Environmental Studies, Oxford.
4. R. Joshi & Munish Kapila: Environment Management, Kalyani Publishers.
5. C.S. Rao: Environmental Pollution Control Engineering, New Age International Publication.
6. Navi Radjou and Jaideep Prabhu: Do Better with Less: Frugal Innovation for Sustainable Growth, Penguin Portfolio.

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SEM-3

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(HM) 301	Medical Records Science	5	1		6
2.		BBA(HM) 302	Health Care Marketing	5	1		6
3.		BBA(HM) 303	Health Information Systems	5	1		6
4.	GE		Any one course from GE basket				6
5.	SEC	BBA (HM) 305	Computer Applications	2			2
Total Credit							26

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Paper: Medical Records Science
 Code : BBA (HM)-301
 Contacts Hours /Week : 5L+1T

CREDITS 6

Course Outcomes

- 1) To know the role of medical records in the Health care delivery
- 2) To come to know the full things about the Medical Records and its format and characteristics
- 3) To have a detailed knowledge about the coding indexing and Computerization.
- 4) To know about the Medical Audit
- 5) To know about the Organization and management of medical records department .
- 6) To have a basic knowledge about the legal aspects of medical records

Syllabus

Module 1	Role of Medical Records (MR) in health care delivery-Definition, Types of MR, Importance of MR, Flow chart of function, Assembling & deficiency check Format types of MR, Characteristics of MR, ownership of MR, Maintenance of records in the ward, Content of MR, Reports & Return in Medical Records System.	12
Module 2	Coding, Indexing, Filing, Computerization of MR, Microfilming, Hospital statistics, ICD-11, Process of arranging medical records.	12
Module 3	Organization & management of MRD, Retention of MR, Preservation of MR, Role of MRD, Personnel, Legal aspects of MR (Medico-Legal cases).	12
Module 4	Medical Audit: Types- open file and closed file, Procedures & its importance.	12
Module 5	Organizations & management of Medical Records Department, Role of hospital managers & MRD personnel in Medical record keeping.	12
Module 6	Basic knowledge of legal aspects of Medical Records including Factories Act, Workmen Compensation Act & Consumer Protection Act.	12

Suggested Readings:

1. Medical Records Organization and Management, GD Mooli—Jaypee
2. Hospital Administration, Tabish - O.U.P.
3. Principles of Hospital Administration & Planning, B.M.Sakharkar -Jaypee
4. Hospital Administration & Management, C.M. Francis & D' Souza- Jaypee
5. Management of Hospitals --Goel & Kumar-Deep & Deep.
6. Park's Textbook of Preventive & Social medicine.

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Paper: Health Care Marketing
Code: BBA (HM)-302
Contacts Hours/Week: 5L+1T
Credits: 5L + 1 T

Module	Topics	
I	Introduction: Definition, nature, scope and importance of Marketing, Marketing mix, Marketing environment, Marketing concepts-traditional and modern. Consumer Behavior and Market Segmentation: Nature and significance of consumer behavior; stages and participation in buying process, Market segmentation - concepts and importance; Bases for consumer market segmentation.	8
II	Product: Concept of Product; product line New Product development, Product life cycle concept. Pricing : Importance of price in the marketing mix; Factors affecting price, methods of pricing.	12
III	Promotion: Nature and importance of promotion-promotional methods-advertising-personal selling-sales promotion. Channels of distribution : Concept and role ;Types of distribution channels; Factors affecting choice of a distribution channel.	12
IV	Differentiating and Positioning: Tools for competitive differentiation, developing a positioning strategy.	12
V	Service Marketing: Segment wise classification of health-care service marketing, different types of customers in hospitals and their characteristic features, different components of health-care service marketing-mix, service, Gaps model By Parsuraman.	12
VI	Current Marketing Trends in Health Care Units: Application of Digital Media and Social Media Marketing, Use of Marketing Analytics in healthcare units, Use of online platforms for formulating and communicating marketing strategies in healthcare units during crisis.	4

Suggested Readings:

1. Kotler Philip and Armstrong Gary: Principles of Marketing, Pearson.
2. Arun Kumar: Marketing Management, Vikas Publishing House.
3. Saxena, Rajan: Marketing Management, TMH.
4. Gandhi, J.C.: Marketing, TMH.
5. Ramaswamy, V.S. and S. Namakumari: Marketing Management, Macmillan.
6. Ramesh Kumar, Case Studies in Marketing Management, 1e, Pearson Education India.

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Paper: Hospital Information Systems

Code: BBA (HM)-303

Contacts Hours/Week: 5L+1T

Credits: 6

CO :

- 1) To know the Basic Information Concepts-Data and Information.
- 2) To have knowledge about Hospital Information System
- 3) To have an idea about the advantages of hospital Information services
- 4) To have clear concepts about the Electronic Health Record Systems
- 5) To have an idea about the electronic communications Systems
- 6) To know the basics of Customer Relationship Management

Module	Topic	
I	Basic Information Concepts-Data and Information, Classification of Information ,Quality of Information ,Resources of Information ,Concept of Management and System, Component of System Executive Information system , Decision support system	12
II	Hospital Information System - Genesis, scope, basic management cycles in hospitals, categories of information system in hospitals, sources of health information, uses of health and hospital data ,managing information system ,and need of information in hospital. Advantages of Hospital Information Systems, Development Of Hospital Information Systems	12
III	The Electronic health record- Functions of the health record ,Changing functions of the patients record, Advantages of the paper record ,Disadvantages of the paper record , Optically scanned records Advantages of the HER ,Disadvantages of the EHR, Roadblocks and challenges to HER, Implementation-The future of HIS	12
IV	Basics of Electronic Communications-Methods of accessing information, Telemedicine, Types of Technology - Clinical initiatives -Administrative initiatives, Advantages of and Barriers to telemedicine, Future trends, Knowledge management , Advances in public health, Speech recognition, Wireless computing Security, Barriers to Information Technology implementation	16

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V	Customer Relationship Management (CRM) : Definition, Concept, Types, Reasons behind adopting CRM in healthcare units, Advantages and Disadvantages of CRM.	8
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Suggested Readings:

1. Lucas, Henry C Jr. Tata : Information Technology for Management, McGraw Hill.
2. Brien, James A O'. : Management Information Systems, McGraw-Hill/Irwin.
3. Laudon, K.C. / Laudon, J.P: MIS: Managing the Digital Firm, Prentice Hall.
4. Waman S. Jawadekar: Management Information System --text & Cases Tata McGraw Hill.
5. Rahul De: Managing Information Systems in Business, Government and Society, Wiley India Pvt. Ltd.
6. Ramesh Buhl: Management Information Systems, McGraw-Hill.

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Paper: Computer Applications
Code: BBA (HM)-305
Contacts Hours/Week:2 L
Credits: 2 L

CO:

- 1) Establish employability skills and a commitment to professionalism by learning basic and important computer applications.
- 2) Operate a variety of advanced spreadsheet, operating system and word processing functions.
- 3) Solve a range of problems using office productivity applications and adapt to new software releases.
- 4) Maintain quality assurance through critically evaluating procedures and results by applying office productivity applications.

Sl.	Topic/Module	Hours
1.	Module 1: Basic Concepts: Characteristics of a Computer; Advantages of Computers; Limitation of Computers; Types of Computers; Applications of computers, Hardware, Firmware, Livewire; Software; System Software: Operating system, Translators, interpreter, compiler; Overview of operating system, function of operating system; Application software: General Purpose Packaged Software and tailor-made software.	2
2.	Module 2: Internet: Meaning of Internet; Growth of internet, Owner of Internet, Anatomy of Internet, Net Etiquette ; World Wide Web; Internet Protocols, Usage of Internet to society, Search Engines.	2
3.	Module 3: Word Processing: Introduction to word Processing; Word processing concepts, Working with word document, Opening an existing document/creating a new document; Saving, Selecting text, Editing text, Finding and replacing text, Formatting text, Bullets and numbering, Tabs, Paragraph Formatting, Page Setup, reference management.	2
4.	Module 4: Spreadsheet and its Business Applications: Spreadsheet concepts; Formulas, charts.	2
5.	Module 5: Presentation Software: Creating a presentation; Editing, Sorting, Layout, Set-up row, Inserting audio, video, process flow chart, creating template, info-graphics etc.	6
6.	Module 6: Introduction to Computer security: Security Threats, Security Measures, Basic concepts of Data Encryption and Decryption, Digital signature, Digital envelop.	6

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Suggested Readings:

1. Sanjay Saxena, A First Course in Computers, Vikas Publishing House, New Delhi
2. Pradeep K. Sinha and Preeti Sinha, Foundation of Computing, BPB, Publication.
3. Deepak Bharihoka, Fundamentals of Information Technology, Excel Book, New Delhi
4. V. Rajaraman, Introduction to Information Technology, PHI. New Delhi
5. R. Hunt, J. Shelley, Computers and Commonsense, Prentice Hall of India New Delhi.
6. Reema Thareja: Information Technology and its Applications in Business, Oxford University Press.

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SEM - IV

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(HM) 401	Public Health and Health Care Planning	5	1		6
2.		BBA (HM) 402	Support Utility Systems-I	5	1		6
3.		BBA(HM) 403	Hospital Inventory Management	5	1		6
4.	GE		Any one course from GE basket				6
5.	SEC	BBA(HM) 405	Basic Healthcare Analytics	2			2
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Paper: Public Health and Health Care Planning

Code: BBA (HM)-401

Contacts Hours/Week:5 L + 1 T

Credits: 6

CO :

- 1) Students will understand the public health hazards.
- 2) Students will understand the epidemiology of disease.
- 3) Students will know various healthcare programmes operated by governments.
- 4) Students will learn various international health programmes.

Module	Topics	Hours
I	Definition, Meaning of Public Health, Approaches of Public Health, Community diagnosis and need assessment Epidemiological basis for healthcare management, Right to health, Responsibilities of Health, Community Participation.	12
II	Health Planning, National Health Policy, 2002 (overview), National Health Policy, 2017, National Population Policy.	12
III	National Health Programmes (National Dengue control programme, National Leprosy Eradication Control Programme, National Framework for Malaria Elimination (2016-2030) programme, NACP-IV(2012-2017), RNTCP, Universal Immunisation Programme including Indradhanush , RCH Phase II,Vision2020,National Health Mission, National Mental Health Programme, National Family Planning Programme.	12
IV	Universal Immunisation Programme including Indradhanush ,RCH Phase II,Vision2020,National Health Mission, National Mental Health Programme, National Family Planning Programme.	12
V	Epidemiological basis for healthcare management, Right to health, Responsibilities of Health, Community Participation.	12

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VI	Health Manpower Planning and Distribution, Health Service Research.	12
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Suggested Readings:

1. Community Medicine, AH Suryakantha - JAYPEE
2. Preventive and Social Medicine, K.Park- Bhanot
3. Healthcare Management and Administration, S.L Goel—
Deep and Deep Publication Private Limited
4. Hospital Administration, CM Francis & Mario C D'Souza-JAYPEE
5. The Hospital Administrator, MA George-JAYPEE
6. Management of Hospitals— Goel & Kumar-Deep & Deep.

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Paper: Support Utility and Clinical Services I

Code: BBA (HM)-402

Contacts Hours/Week:5 L + 1 T

Credits: 6

CO:

- 1) Hospital support system studying the allows us the ability to optimize and digitize all the processes within the hospitals.
- 2) Studying the support services to improve customer service, reduce process costs
- 3) Helps to search the search of medical records, bills, patients, doctors, etc thus, having a database of each module implemented in the hospital.
- 4) To know the different departments that are there in the hospital there work flow structure etc.
- 5) To know how the organizational hierarchy is important to properly manage the departments using the administrative point of view.

Module	Topic	
I	Meaning of support and utility services & their importance	12
II	Clinical services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments –Operation Theatre Outpatient Department Emergency Department	12
III	Support services: Functions, location, workflow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments -Radiology: Diagnostic and therapeutic, Nuclear Medicine Laboratory, CSSD	12
IV	Utility services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments - Laundry House-keeping Dietary service, Security services.	12
V	Hospital Infection Control: its scope, manpower planning, utility, future direction.	12

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Suggested Readings:

1. Community Medicine, AH Suryakantha—JAYPEE
2. Preventive and Social Medicine, K.Park—Bhanot
3. Healthcare Management and Administration, S.L Goel— Deep and Deep publication Private Limited.
4. Hospital Administration, CM Francis & Mario C D'Souza---JAYPEE
5. The Hospital Administrator, MA George ---JAYPEE
6. Management of Hospitals— Goel & Kumar.(Deep &Deep)

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Hospital Inventory Management

BBA (HM)-403

Contacts Hours/Week: 5L + 1 T

Credits: 6

CO :

1. Comprehend the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.
2. To access and evaluate customer demand, distribution, and product transformation processes.
3. Understand various devices and approaches used by organizations to obtain the right quantities of stock or inventory,
4. Familiarize themselves with inventory management practices.

Module	Topics	
I	Inventory control: Overview, objectives, types of inventory control- LIFO, FIFO, ABC/VED/SDE analysis, lead time, buffer stock-reorder level, economic order quantity, types of inventory control systems.	12
II	Basic knowledge of hospital stores management: Location & layout- standardization, codification & classification of materials, materials accounting & physical distribution, store documentation- condemnation & disposal of scrap , surplus & obsolete materials, types of stores in hospital, preservation of stores.	12
IV	Strategies for hospital equipment planning and selection, Hospital equipment utilization and distribution management.	12
V	Logistics Management -distribution of material stored in various departments & auxiliary services.	12

Suggested Readings:

1. Production and Operations Management ,L.C Jhamp—Everest
2. Production and Materials Management, K. Sridhara Bhatt—Himalaya
3. Hospital Stores Management: an Integral Approach, Shakti Gupta—JAYPEE
4. Handbook of Healthcare Quality and Patient Safety, Girdhar J Gyani, JAYPEE

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Paper: Basic Healthcare Analytics

Code: BBA (HM)-405

Credits: 2L

Course Objective:

1. Explain how to use health data to improve quality of an organization.
2. Describe the process of health care data analytics and the tools used in each step.
3. Explain the general functions, purposes, and benefits of analytics in various healthcare and medical settings.
4. Familiarization with basic analytical techniques and visualization tools.

Module	Topic/Module	Hour
I	Health Care Data as an Organizational Asset: data information, knowledge and wisdom hierarchy, data information, knowledge and wisdom hierarchy, sources of health care data, challenges HCO's face when using data for quality and performance improvement, organizational approach for effective use of data analytics, role of data governance.	4
II	Working with Data: information value chain, importance of data context and relevance to business processes, common data types, basic statistical terms, common patterns or distributions in statistics, charts for graphical representations (using any software package(s)).	4
III	Introduction to Data Analytics Tools and Techniques for Health Care: Data analytics terms, process steps of data analytics, role of the data analyst, analyze and interpret healthcare data effectively, key data warehouse concepts, basic introduction enterprise data architecture as seen in health care organizations.	4
IV.	Introduction to Data Analysis Techniques: Prediction: Regression, Classification: Logistics Regression, KNN, Naïve Bayes (using any software package(s)), application of these techniques on datasets collected from health care units.	8

Suggested Readings:

1. Reddy & Aggarwal, Healthcare Data Analytics, Chapman and Hall.
2. Vikas Kumar, Healthcare Analytics Made Simple: Techniques in healthcare computing using machine learning and Python, Packt Publishing.
3. Maheshwari, Data Analytics, McGraw Hill India.
4. Mohammed Alban, Data Analytics, Skills to Succeed.

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SEM-5

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA (HM) 501	Epidemiological Transitions in Healthcare	5	1		6
2.		BBA (HM) 502	Support and Utility Services-II	5	1		6
3.	DSE 1 (Any one)	BBA(HM) 503 (A)	Financial Management and Risk Analysis	5	1		6
		BBA(HM) 503 (B)	Concepts of Digital Health				
4.	DSE 2 (Any One)	BBA (HM) 594 (A/B) *	Minor Project/ Internship		1	5	6
Total Credit							24

** (Students have to engage in a full length project with a pre-specified Internal Guide (faculty member) throughout the semester). Industry collaboration is highly encouraged wherever possible.

(At least two-three times progress needs to be checked and evaluation needs to be done through PCA.) It will followed by a report submission and viva.)

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Paper Name: Epidemiological Transitions in Healthcare

Paper Code: BBA (HM) – 501

Total Credit: 6

Total hours of lectures: 60 hours

Course Outcome:

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

1. Illustrate the knowledge of Epidemiology and Disease.
2. Outline the basic concepts of epidemiology its methods etc.
3. Demonstrate various types of dynamics of disease causation ,transmission and prevention
4. Examine various roles of hospitals in prevention of Epidemics.

Sl.	Topic/Module	Hour
1.	Module 1: Definition, concept, use of epidemiology, Concept of disease, Concept of disease causation, Natural History of disease, Ice berg phenomenon of disease Mode of Intervention	12
2.	Module 2 Infectious Disease Epidemiology (Epidemic, Endemic, Pandemic, Sporadic) Basic Measurements of Epidemiology (Mortality, Morbidity) Epidemiological Methods: Observational, Analytical, Experimental (Basic knowledge only) Investigation of an Epidemic	10
3.	Module 3: Dynamics of disease transmission Control Prevention of disease Immunizing agents its uses and roles	10
4.	Module 4: Epidemiology of Communicable diseases	10

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	Influenza, Encephalitis, Dengue, Malaria, Food Poisoning, Tetanus, HIV/AIDS , SARS COV 19	
5.	Module 5 : Epidemiology of Non communicable diseases Diabetes, Obesity, Cancer, Blindness ,Hyper tension	10
6.	Module 6 : Screening and Surveys Investigation of an Epidemic and Role of hospital in the epidemic control	8

Suggested Readings:

- 1.: K.Park—Bhanot Data Mining Concepts & Techniques, Morgan Kaufmann Series.
2. Soumendra Mohanty: Analytics in Practice, Tata McGraw-Hill Education Private Limited.
3. Arun Pujari : Data Mining : Prentice Hall India.
4. Satish Kumar : Neural Network : Tata McGraw Hill.
5. Nitin R Patel & Peter C Bruce : Data Mining for Business Intelligence, Wiley, India.
6. Han & Kamber: Data Mining Concepts and Techniques, Morgan Kaufman.

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Paper Name : Support and Utility Services-II

Paper Code: BBA (HM) – 502

Total Credit: 6

Total hours of lectures: 60 hours

Course Outcome:

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

- 1) Understand the support system studying that allows us the ability to optimize and digitize all the processes within the hospitals.
- 2) Relate the support services to improve customer service, reduce process costs
- 3) Demonstrate the different departments that are there in the hospital there work flow structure etc.
- 4) Envisage to know how the organizational hierarchy is important to properly manage the departments using the administrative point of view.

Sl.	Topic/Module	Hour
1.	Module 1: Clinical services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments - Ward management Intensive care unit Nursing Services	12
2.	Module 2: Support services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments - Blood Bank Pharmacy Physical medicine and rehabilitation	12
3.	Module 3: Utility services: Functions, location, work flow, physical facilities, design & space requirement,	12

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	staffing, equipment, managerial issues of the following departments - Transport service Maintenance management Mortuary	
4.	Module 4: Disaster Management-Types ,Disaster Preparedness Plan, Disaster cycle, Triage Fire Hazards and Fire Manual Guideline-Elements of Fire-Fire Hazard-Cause of Hospital Fire- Fire points and Escape route	12
5.	Module 5: Hospital waste management (including Biomedical Waste Management Act,1998) Challenges and Opportunities for Hospitals in India regarding Biomedical waste management.	12

Suggested Readings:

1. Hospital facilities planning & management, GD Kunders—TMH
2. Principles of hospital administration & planning, BM Shakharkar—JAYPEE
3. Hospital administration, DC Joshi & Mamta Joshi—JAYPEE
4. Essentials for Hospital support services and physical Infrastructure, Madhuri Sharma---
JAYPEE
5. The hospital administrator, MA George---JAYPEE
6. Hospitals and Nursing homes planning, organizations and management, Syed Amin
Tabish—
JAYPEE
7. Hospital Administration , CM Francis & Mario C desouza---JAYPEE

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Paper Name: Financial Management and Risk Analysis

Paper Code: BBA (HM) 503 A

Total Credit: 6

Total hours of lectures: 60 hours

Course Outcome:

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

1. Outline conceptual framework on Finance Functions and objectives
2. Construct corporate final accounts and cash flow statements in the business growth model
3. Build financing and investment decisions considering discounting and non-discounting factors
4. Explain the importance of working capital management and risk capital management.

Sl.	Topic/Module	Hours
1.	Module 1 Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management, Time Value of Money, Risk and Return.	5
2.	Module 2 Analysis and Interpretation of Corporate Final Accounts: Preparation of Cash Flow Statement as per Accounting Standard and its Analysis	10
3.	Module 3 Financing Decision: Capital structure, cost of capital and valuation Designing capital structure. Leverage Analysis: Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage.	15
4.	Module 4 Investment Decisions: Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making. Capital Rationing	15
5.	Module 5 Management of Working Capital: Concepts, components, Determinants and need	8

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	of Working Capital. Computation of Working Capital for a Company.	
6.	Module 6 Risk Management: Option valuation, Derivatives: Managing financial Risk	7

Suggested Readings:

1. Khan, M. Y., & Jain, P. K. *Financial Management: Text, Problems and Cases*. McGraw-Hill Education.
2. IM Pandey. *Financial Management- By Pearson*
3. Chandra, P. *Financial management*. Tata McGraw-Hill Education.
4. Bhalla, V. K. *Financial management*. S. Chand Publishing.
5. Banerjee, B. *Fundamentals of financial management*. PHI Learning Pvt. Ltd..
6. Brigham, E. F., & Ehrhardt, M. C. (2019). *Financial management: Theory & practice*. Cengage Learning.

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Paper Name: Concepts of Digital Health

Paper Code: BBA (HM) – 503 B

Total Credit: 6

Total hours of lectures: 60 hours

Course Outcome:

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

1. Explain the basics and components of Digital Healthcare and the opportunities and challenges for such services.
2. Describe the components of the existing healthcare delivery system in India.
3. Enumerate the different roles that the personnel will play for delivery of digital healthcare services.
4. Identify examples of existing digital healthcare and telemedicine technologies and services in India and the gaps.

Sl.	Topic/Module	Hour
1.	Module 1: Introduction to Telemedicine and Digital Health Telemedicine: Definition, Need of telemedicine, Evolution of Telemedicine, factors contributing the development of Telemedicine, the technologies that have contributed to advances in Telemedicine, Components of Telemedicine, the skillsets essential for Telemedicine.	12
2.	Module 2: Digital Health: Definition and components of Digital Health	10
3.	Module 3: Digitalization of Healthcare Process mapping and the steps involved in Digital Health. Technologies for Digital Health	10
4.	Module 4: Application of Digital Health Interventions to improve health outcomes and removing inequities in healthcare delivery Healthcare system in India. Models of healthcare delivery: Governmental, Not-for-Profit, Corporate	10

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5.	Module 5: Challenges and Opportunities for Digital Health in India Ways to empower people by enabling people-centric digital health systems. Accessibility to Digital Health and Telemedicine	12
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Suggested Reading:

Textbooks:

1. Digital Health: Scaling Healthcare to the World Editors: Homero Rivas Katarzyna Wac.1st Edition.

Springer Paperback ISBN: 978-3-319-87081-6 eBook ISBN: 978-3-319-61446-5. 2018. DOI: <https://doi.org/10.1007/978-3-319-61446-5>

2. Digital Health: Mobile and Wearable Devices for Participatory Health Applications
Editors: Shabbir

Syed-Abdul Xinxin Zhu Luis Fernandez-Luque 1st Edition. Elsevier Paperback ISBN: 9780128200773

eBook ISBN: 9780128200780. 2020

3. World Health Organization, Classification of Digital Health Interventions v1.0, 2018, Available from:

<https://apps.who.int/iris/bitstream/handle/10665/260480/WHO-RHR-18.06-eng.pdf>

4. Sarbadhikari SN, Digital Health in India – as envisaged by the National Health Policy (2017), Guest

Editorial, BLDE University Journal of Health Sciences, 2019, 4: 1-6

5. The Digital Health Revolution Book by Kevin Perea 2019

6. Digital Marketing Strategy: An Integrated Approach to Online Marketing Simon Kingsnorth

Paper Name: Minor Project or Internship

Paper Code: BBA (HM) – 594A/B

Total Credit: 6

Total hours of lectures: 60 hours

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SEM-6

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(HM)601	Quality in Healthcare	5	1		6
2.		BBA(HM)602	Health Insurance	5	1		6
3.	DSE 3 (Any one)	BBA(HM)603 (A)	Health Economics	5	1		6
		BBA(HM) 603 (B)	Human Resource Management				
4.	DSE 4 (Any one)	BBA(HM)694 (A/B)*	Major Project/ Internship		1	5	6
Total Credit							24

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Paper Name: Quality in Healthcare

Paper Code: BBA (HM) – 601

Total Credit: 6

Total hours of lectures: 60 hours

Course Outcome:

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

- 1) Learn the fundamentals of Quality Management its objectives concept etc
- 2) Analyse the concept of patient participation in quality health care
- 3) Remember the concepts of Accreditation.
- 4) Define the concepts of the TQM in healthcare.

Sl.	Topic/Module	Hour
1.	Module 1: Fundamentals of Quality Management: Introduction - Objectives - Concept of Quality Care and Quality Management, Dimensions of quality in health care Contribution of quality gurus: Juran , Deming. Approaches to measurement of Quality. Techniques of Quality Management: Improving Hospital Performance	12
2.	Module 2 Patient Participation - Quality Health Care through Patient Satisfaction - Conceptual model of potential Contribution in quality in the health care system-Implementation of quality management system in improving health care system, Quality Circle	12
3.	Module 3: Organization wide quality improvement in Health care: Introduction-organizing for quality assessment—Quality Assurance and quality improvements Assessing Quality Health Care: Attributes of Quality in Health Care Attributes of a Good Patient Practitioners Relationship Measurement of Quality Procedure for formulating explicit Criteria	12

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	and standards. Determinants of Quality - Structure - Process - Outcome.	
4.	Module 4: TQM – Definition, underlying concepts, implementation and measurement. Role of communication in implementing TQM. Six Sigma , Lean Thinking,Kaizen,5 S (theoretical knowledge only)	12
5.	Module 5: Fundamentals of ISO 9001:2000 (objectives and components), Accreditation - NABH, NABL Accreditation and JCI	12

Suggested readings:

- 1) Donna C.S Summers - Total Quality Management – (Pearson)
- 2) R. Panneerselvam, P Sivasankaran - Total Quality Management – (PHI)
- 3) D.R Kiran - Total Quality Management Key Concepts and Case Studies: (BSP)
- 4) Poornima M. Charantimath - Total Quality Management- (Pearson)
- 5) S. K. Joshi - Quality Management in Hospitals: (Jaypee)
- 6) Donna C.S Summers - Total Quality Management – (Pearson)

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Paper Name: Health Insurance

Paper Code: BBA (HM) – 602

Total Credit: 6

Total hours of lectures: 60 hours

Course Outcome:

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

- 1) Define the meaning of health insurance, types and insurance documentation.
- 2) Demonstrate the classification of health insurance.
- 3) Identify the different types of government health insurance
- 4) Compile the legal features of the insurance contract as well as get the overview about the CPA.

Sl.	Topic/Module	Hour
1.	<p>Module 1: Introduction to insurance : health insurance-meaning, types & importance - - insurance vs assurance</p> <p>Insurance as a tool for managing risk.</p> <p>Insurance documentation: proposal forms-standard form of declaration-nature of questions in a proposal form- elements of proposal- role of intermediary -acceptance of proposal-payment of premium in advance-method of payment of premium -policy document Health insurance market in India</p>	12
2.	<p>Module 2 Classification of health insurance</p> <p>Insurance Product – Introduction</p> <p>Definition- Features of health policies etc</p> <p>Guidelines on standardization in health insurance</p>	12

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3.	Module 3: Government models of Health Insurance Rastriyo Swastha Bima Yojna, Pradhan Mantri Surakhsha Bima Yojna- Pradhan Mantri Jan Dhan Yojna, Swastha sathi Social security scheme in India-ESI, EPF, Micro insurance scheme.	12
4.	Module 4: Health management in insurance-stake holders in claim process- management of health insurance claims. Different health Insurance and their Features	12
5.	Module 5: Legal features of an insurance contract. Grievance Redressal mechanism Ombudsman CPA an overview	12

Suggested Readings:

- 1) Sen & Mitra - Commercial Laws- (The World Press Pvt. Ltd.)
IRDA Regulation- New Delhi
- 2) Michelle A. Green - Understanding Health Insurance: A Guide to Billing and Reimbursement 2021 Edition:
- 3) Patukale Kshitiji - Mediclaim and Health Insurance (Prabhat Prakashan)
- 4) Mahendran T. - Health Insurance Sector in India: (Abhijeet Publications)
- 5) Peter Kongstvedt - Health Insurance and Managed Care: (Johns and Barnett learning)

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Paper Name: Health Economics

Paper Code: BBA (HM) – 603 A

Total Credit: 6

Total hours of lectures: 60 hours

Course Outcome:

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

- 1) Illustrate the fundamentals of the Economics like Utility Wealth Production Capital etc
- 2) Recall the concepts of demand , Law of Demand etc
- 3) Apply the concepts of Pricing and different types of markets .
- 4) Deduct the scope and coverage of health Economics and the Economics of the health programmes.

Sl.	Topic/Module	Hour
1.	Module 1: The Fundamentals of Economics - Economic Organizations- Utility, Wealth, Production, Capital- Central Problems of an Economy.	12
2.	Module 2 Demand- meaning- determinants of demand- law of demand- elasticity of demand- price, income and cross price elasticity.	12
3.	Module 3: Short-run and long-run costs, average and marginal costs, total, fixed and variable costs. Various forms of markets- perfect competition, Monopoly, Monopolistic competition and Oligopoly- Pricing strategies.	12
4.	Module 4: Scope and coverage of Health Economics - Health as an investment- Population and Economic Development- Health financing from various sources; Cost Benefit Analysis and Cost Effective Analysis-Health Care Budget: Purpose, types and practices in Indian context.	12
5.	Module 5: Economics of Health Programmes for Nutrition Economics of abuse of tobacco & Alcohol Economics of Breast feeding	12

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Suggested Readings:

1. James W. Henderson.-Health Economics and Policy-Cengage Learning.
2. Health Economics ; Peter Zweifel Freidrich Breyer- Oxford.
3. Joel Dean – Managerial Economics , PHI .
4. Jayanta Bhattacharya,Peter Tu,Timothy Hyde – Health Economics (Macmillan International)
5. Dr. Shaga Narayanabharathi Arjun Kumar – Managerial Economics (Notion press)
6. D. N. Dwivedi - Managerial Economics (Vikas publishing house)

Paper Name: Human Resource Management

Paper Code: BBA (HM) – 603 B

Total Credit: 6

Total hours of lectures: 60 hours

Course Outcome:

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

- 1) Summarize the overview of human resource Management.
- 2) Relate the objectives of Human Resource Planning its objectives.
- 3) Discover the concept of HRD its different objectives etc.
- 4) Elaborate the emerging areas of International Human Resource Management.

Sl.	Topic/Module	Hour
1.	Module 1: Human Resource Management-Overview Introduction of the paper, Definition of Human Resource, Definition & Concept of Personnel Management, Comparison between Personnel Management & HR. Nature, Aim and Objectives, Scope & Coverage & Nature of HRM, Importance of Human Resource Management. Historical Perspective & Evolution of Human Resource Management in India. Development of HR Functions, Structure & Function of HR Manager, Role of Line Managers in Managing Human Resources. Difference Between Line Function and Staff Function. Changing Function of Human Resource Management with Examples	10
2.	Module 2: Human Resource Planning Meaning, Objectives, Importance	10

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	of Human Resource Planning, Need for HR Planning, Assessment of Available HR in the Organization, Work Load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.	
3.	Module 3: Job Analysis: Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data, Job Evaluation.	4
4.	Module 4: Talent Acquisition and Training: Recruitment: Definition, Sources of Selection, Process of Selection, Difference Between Recruitment and Selection. Training: Definition, Difference between Training, Development and Education, Different Methods of Training,	10
5.	Module 5: HRD: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods	8
6.	Module 6: Introduction to Performance appraisal: Purpose, Methods, Appraisal instruments, 360 degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.	10
7.	Module 7: Emerging Areas: International Human Resource Management: Concept, Need, Objectives and Features. Modern Human Resource Management Practice. Modern HR Trends, Managing Human Capital, Talent Management. Case Lets and Class Activities (Applying HRM Techniques)	8

Suggested Readings:

1. Dessler , G : Human Resource Management, Pearson.
2. Rao, V.S.P: Human Resource Management: Text and Cases, Excel Books.
3. D. K. Bhattacharya: Human Resource Management, Excel Books.
4. M. Saiyadain : Personnel Management, Tata McGraw Hill.
5. Raman Preet : Future of Human Resource Management: Case Studies with Strategic Approach, Willey.
6. K. Aswathappa : Human Resource Management: Text & Cases, 8th Edition , Tata McGraw Hill.

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Paper Name: Major Project or Internship

Paper Code: BBA (HM) – 694 A/B

Total Credit: 6

Total hours of lectures: 60 hours