



**Sri Dev Suman Uttarakhand University  
Badshahithol Tehri Garhwal, Uttarakhand**

**Syllabus of  
Bachelor in Hospital Administration (BHA)**

### **Regulation:**

1. Objective of the Bachelor in Hospital Administration shall be:
  - a) To acquire basic knowledge of management subjects in managing financial, material and human resources as well as planning and managing Hospital information systems
  - b) to develop managerial skills which will prepare students for managerial roles in the hospital.
  - c) To develop an attitude for compassion and concerns for patients in terms of Health Care delivery and welfare of patients.
  - d) To develop a professional managers at the operational in the health sector.
2. Name of the Course- Bachelor in Hospital Administration
3. Duration of the course- the duration of the Bachelor in Hospital Administration shall be three years. The Degree is awarded after completing the requirements of the programme, which may be done over a maximum period of 6 years from the date of registration, failing which the student will be disqualified from pursuing the Degree.

### **Eligibility :**

- a. 10+2 in any stream from a recognized board or any other examination recognizes as equivalent there and with minimum of 40% marks in aggregate (5% relaxation for SC, ST and OBC).

### **Course Structure:**

a) The course work shall be divided into two parts as given below:

Part I ( Ist Year )                      July to mid May

Part II ( IIInd Year)                      July to mid May

Part III ( IIIrd Year)                      July to mid May

With summer & winter training in for one Month in a Hospital Setup.

The year wise course outline, total marks allocated to each course, internal assessment and examination marks for all specialization are listed in annexure, Detailed course contents of syllabus shall be prescribed by the board of studies and shall be reviewed periodically.

Every candidate shall have to undergo 4 weeks summer training in an organization of Repute in India or abroad. The project for the summer training shall be assigned by the organization concerned.

4. Medium of Instruction- English shall be the medium of instructions for all the subjects of study and for examinations of the Bachelor in Hospital Administration.
5. Curriculum- The curriculum and syllabi for course shall be as prescribed by the academic board from time to time  
The detailed syllabus in respect of the course is given in Appendix-I
6. Commencement of the Course-The course shall commence from the 1<sup>st</sup> July of every academic year.
7. Registration: Candidate admitted to the course in any of the affiliated college shall register with this University by remitting the prescribed fee along with the application form for registration duly filled in and forwarded to this University through Head of the Institute within stipulated date.
8. Attendance: - A candidate is required to attend at least 75% of the total classes conducted through out year in all subjects, prescribed for the year, separately in theory and practical/ clinical to become eligible to appear for the University examination.

### **Scheme of Examination:**

University Examination: - There will be two examination in a year 1) A yearly examination 2) A supplementary examination to be conducted after 3 months of the main examination of that year as per notification issued by the University from time to time. The University shall conduct the examination for main subjects. Detail of examinations is given in appendix-II

Internal Assessment (I.A): - The internal assessment marks once allotted shall not be changed even if the candidate fails to pass in the concerned subjects. The same internal assessment marks shall be allotted for the concerned subject/subjects in the subsequent attempts.

Each Theory course shall carry 100 marks. Of these, 70 marks shall be for annual examination and 30 marks for internal assessment. The candidate shall have to make an oral presentation of his /her summer training report before a joint session of the faculty and students. Presentation of report shall carry 50 marks. An external examiner out of 150 marks shall examine the same report. The total summer training shall carry 200 marks.

### **Internal assessment:**

Internal assessment for 30 marks in respect of theory papers will be based on written test, case discussions, assignments, quizzes and 10 marks for presentation, viva- voce etc.

- Course instructors shall do the evaluation and marks will be notified within a week of such test.
- There shall be two – three written tests in each course in a semester .The test will be conducted as per the academic calendar / individual faculty member to announce the date for test or conduct them as per academic calendar.
- Internal assessment for 10 marks shall be done by course instructor based on the classroom performance of the student including class attendance and class participation.
- The internal assessment marks shall be submitted by the head of the department to the Registrar at the end of the semester.
- The candidate who has to re- appear (as an ex- student) in the semester examination of a course will retain the marks of internal assessment.

**9. Criteria for Pass:-**

- a. In order to pass an examination a candidate must secure 40% marks in external examination with 40% in every individual paper & aggregate 50% in all subjects.
- b. A successful candidate obtaining 75% and more marks in the grand total aggregate in the first attempts shall be declared to have passed these subjects with distinction.
- c. Grace marks shall be applicable as per the University rules.
- d. He / She should have to pass minimum four subjects out of six in a year.

10. Exemption from Re-Examination: - Candidates who have failed in the examination, but obtained pass marks in any subjects shall be exempted from re-examination in that subject, some conditions which candidate have to fulfill for passing -

11. Carry over of Failed Subjects: -

- a. A candidate who fails to pass or present himself/herself for examination may be admitted to more subsequent examinations on payment of the fees specified by the University. On each occasion if he /she produces a certificate from head of the Institute stating that the candidate has since the last date of examination executed a regular course of study in the subjects prescribed for the examination.

12. Review of Answer Paper of Failed Candidate

As per regulations prescribed for review of answer paper by the University.

13. Readmission after Break of Study.

- a. Candidate for readmission should be considered provided that they are not subjected to a disciplinary action and no charges are pending.
- b. All readmission of candidates are subject to the approval by the University.

14. Migration/Transfer of Candidates:-

Migration/transfer of candidate from one recognized Institution to another Institution of the University or from another University will not be generally considered.

15. Issue of Summer Training Completion Certificate: -

The concerned organization shall issue a certificate of successful completion of summer training.

**COURSE STRUCTURE FOR BACHELOR IN HOSPITAL ADMINISTRATION  
(BHA)**

**Scheme of Examination:**

Year	Code	Course title	Marks			
			I.A	Yearly Exam	Total	Credit
1 <sup>st</sup> Year	BHA 101	Foundation of Management	30	70	100	
	BHA 102	English Language and Communication	30	70	100	
	BHA 103	Financial Accounting	30	70	100	
	BHA 104	Medical Terminology	30	70	100	
	BHA 105	Hospital and Health System	30	70	100	
	BHA 106	Health Economics	30	70	100	
	BHA 107	Medical Records Science	30	70	100	
		TOTAL			700	

Year	Code	Course title	Marks			
			I.A	Yearly Exam	Total	Credit
2 <sup>nd</sup> Year	BHA 201	Human Resource Management in Hospital	30	70	100	
	BHA 202	Organizational Behaviour	30	70	100	
	BHA 203	Management Information System	30	70	100	
	BHA 204	Inventory Control and Purchase Management	30	70	100	
	BHA 205	Marketing Management	30	70	100	
	BHA 206	Hospital Operations Management	30	70	100	
	BHA 207	Hospital Waste Management	30	70	100	
	BHA 208	Training, Project Work and Viva Voce	50	150	200	
		TOTAL			900	

Year	Code	Course title	Marks			
			I.A	Yearly Exam	Total	Credit
3rd Year	BHA 301	Hospital Planning and Design	30	70	100	
	BHA 302	Epidemiology and its Applications	30	70	100	
	BHA 303	Support and Utility Services in Hospitals	30	70	100	
	BHA 304	Financial Management	30	70	100	
	BHA 305	Quality Management in Healthcare Services	30	70	100	
	BHA 306	Law and Medical Ethics	30	70	100	
	BHA 307	Business Statics	30	70	100	
	BHA 308	Training, Project Work and Viva Voce	50	150	200	
		TOTAL			900	



## 1<sup>st</sup> Year

### **Foundation of Management**

**Code: BHA- 101**

- Introduction to Management: The evolution of Management, Definition and importance of Management. Different schools of Management thought-classical school, Management Sciences School, Behavioral School, Human Relation School, Operational approach, system approach and contingency approach to Management.
- Management Process: An overview of Planning, Organizing, Staffing, Directing and Controlling.
- Planning: Meaning objective, nature and importance of planning, planning process, planning premises, types of plan.
- Organizing: Meaning and importance, organization structure / chart, responsibility and authority, span of control, delegation of authority, centralization-decentralization, line and staff relationships, types of organizations, formal and informal groups in organizations, Matrix organization.
- Staffing: Staffing function, manpower needs, manpower position, recruitment & selection, training & development, performance appraisal, human resource audit.
- Directing: Meaning of direction, nature of directing; Motivation; basis of motivation-fear, money, satisfaction; importance of behaviour; individual needs, needs of organization; factors influencing performance; work environment, group dynamics- formal & informal, Communication principles and practices. Leadership-nature, styles, attitudes, leader behaviour, leader effectiveness, leadership models.
- Controlling: Concept of managerial control, importance of control, control process, methods of control, essentials of effective control.
- Social Responsibility of Management: Professional Management as compared to traditional system of owner Management, Impact of political system, government Policy, national economic planning on managerial policy.
- Managing Ethics- Top Management, Codes of Ethics, Ethics Committees, Ethics Hotlines. Ethics and Law. Corporate Culture and Ethical Climate. Improving Ethical Decision Making- Difficulties in Decision-Making, Suggestions for making Ethical Decisions.

## English Language & Communications

Code: BHA- 102

- Introduction: Meaning of Communication; Role of Communication in Business; Basic elements of the Communication process, level of Communication, forms, models and media of Communications, Verbal and non-verbal Communication-functions and types. Barriers to effective Communication.
- Grammar: Subject verb agreement, tense, voice, improvement of sentences, rearrangement of sentences. Vocabulary: usage, synonyms, antonyms.
- Comprehension
- Forms of Writing: Essay, Precis, Report, Proposal, Curriculum Vitae Development for Placement, Application letter, Presentation.
- Role Playing.
- Group Discussion
- Workshop for English Language and Communication Skills

### References :

1. Mcquart D ( 1987 ) : Mass Communication Theory and Introduction, Sage Publication Second Edition
2. Hubley , John (1994) : Communicating Health – an action guide to health education and health promotion
3. Wren and Martin

## Financial Accounting

Code: BHA-103

**Objective :** The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting in business.

- Accounting as an information system, the users of financial accounting information and their needs.
- The nature of financial accounting principles – Basic concepts and conventions: entity, money measurement, going concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosures.
- Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India
- Accounting Process : Recording of business transactions to preparation of trial balance.
- Business Income : i) Measurement of business income-Net income: the accounting period, the continuity doctrine and matching concept ii) Revenue recognition iii) The nature of depreciation. The accounting concept of depreciation. Factors in the measurement of depreciation. Methods of computing depreciation: straightline method and diminishing balance method.
- Final Accounts:
  - Capital and revenue expenditures and receipts: general introduction only.
  - Preparation of financial statements
- Non-corporate business entities from a trial balance
- Not-for-profit organisations
- Basic Cost Concept, cost Determination Process, Costing for Materials, Labour and Overheads.

### References

1. Anthony, R.N. and J.S. Reece. Accounting Principles, Richard D. Irwin, Inc
2. Monga, J.R. Financial Accounting: Concepts and Applications. Mayoor Paper Backes, New Delhi
3. Shukla, M.C., T.S. Grewal and S.C. Gupta, Advanced Accounts. Vol. –I. S. Chand and Co., New Delhi.

## **Medical Terminology**

**Code: BHA-104**

- Introduction to medical terminology and Greek Alphabets
- Commonly used prefixes in medical terminology
- Commonly used suffixes in medical terminology
- Commonly used root words in medical terminology
- Common Latin term used in prescription writing
- Study of standard abbreviations
- Commonly used medical terms to define different parts of the body
- 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
- Medical terminology used by Gynecologist
- Medical terminology used by Oncologist
- Medical terminology used by Dermatologist
- Medical terminology used by Endocrinologist

### **References**

Paramedics-Six in One, Jaypee Brothers

## **Hospital and Health System**

**Code: BHA-105**

- Definition and meaning of Health, Holistic approach to health, Basic information relating to health, Historical development of health care system in India, Definition and meaning of hospital, historical development of hospitals, growth of hospital in India, Changing concept of hospital during 1900-2003, The modern hospital, A complex entity, Present status of hospitals in India, Present State of Govt. hospital, National Health policy, Goals for Health for all by 2000 AD and beyond, Health committee and their recommendation, Health plan outlay during 1951-2003, Hospital viewed as a system, Role of Hospitals, Hospital Viewed as a Social system, Peculiarities of hospital systems, benefits to the Health Care systems, Overview of Health Care delivery system.
- The reforms of Healthcare System- the healthcare system in US/UK & Canada
- Healthcare system in Global Center.
- Future of Healthcare System
- International Health under United Nations- History & Evolutions.
- Health Programmes in India.
- Managerial process in National Health Development.

### **References**

1. The Evolution of International Health System, Cumper G.E, OUP New York, 1991
2. Management of Hospital ( 4 Vols), S.L Goel & R. Kumar, Deep & Deep Publications Pvt. Ltd.

## Health Economics

Code: BHA-106

- Fundamentals of Economics:  
Scope & coverage of Health Economics, demand for Health Sciences; Health as an investment, population, Health & Economic Development. Some Basic Graphical & Mathematical Techniques. Functions –Linear & non-linear. Straight Lines & Slopes, Marginal values & Incremental Ratios. Tools of Economics-Concepts of need, demand, supply & price in Health Services.
- Methods & Techniques of Economic Evaluation of Health Programmes:
- Cost benefit & cost effective methods-output & input analysis.
- Market, monopoly, perfect & imperfect competition. Health Financing from various sources – Public , Private, TPA.
- Economics of Health Programmes for Nutrition, diet & population control, economics of abuse of tobacco & alcohol, environmental influences on health & its economic impact, economics of breast feeding. Economics of Communicable (STDs & Malaria) & non-communicable (IHD & Cancers) diseases.
- Health Care Budget: purpose, types & practices in Indian context.

### References:

1. McMahon, Barton and lot in Collaboration with Gelina and Ross (1992) On Being in Change : A guide to management in primary health care, Who, second Ed.

## Medical Records Science

Code: BHA-107

- Definition and Types of medical record, Importance of medical record, Flow chart of function, Statutory requirements of maintenance, coding, indexing and filing, Computerization of records.
- Report and returns by the record department, Statistical information and ICD.
- Utility & functions of Medical Records in Health care delivery System.
- Organizations & management of Medical Records Department.
- Role of Hospital managers & MRD personnel in Medical record keeping.
- Reports & returns in Medical Record System.
- Basic knowledge of legal aspects of Medical Records including Factories Act, Workmen
- Compensation Act & Consumer Protection Act.
- Procedures of Medical Auditing & its importance.
- Government Regulations & requirements.

### References

1. Hospital Administration — Tabish (O.U.P.).
2. Principles of Hospital Administration & Planning — B.M.Sakharkar, Jaypee Brothers
3. Hospital Administration & Management — C.M. Francis & D'Souza.
4. Management of Hospitals — Goel & Kumar. (Deep & Deep).
5. Medical Records , G.D. Mogli, Jaypee Brothers

## 2<sup>nd</sup> Year

### **Human Resource Management in Hospitals**

**Code: BHA-201**

- HRM-meaning , role in an organization, difference with personnel mgmt.
- HR planning, concept & methods.
- Recruitment, selection & placement, Sources of recruitment, methods of Selection- Promotion & transfer, Implementation of selection methods in hospitals. Transfer & Promotion in Hospitals
- Training & Development –concept, differences, importance. Organizing training programmes & evaluation. System of training & development in hospitals.
- Performance appraisal –meaning, objective, different theories in PA
- Wage & salary Administration-concept, principles in determining enrolment techniques
- Work Environment-Fatigue, monotony & Boredom(Reference to Hospital concept)
- Morale-meaning & importance. Factors influencing morale-Impact of Morale on employees in an organization.
- Safety-meaning & importance, legal provisions for safety in an organization including Hositals.
- Trade Union-concept, impact on functioning of an organization, role of Trade Union in Hospital functioning.

#### **References :**

1. Aswathappa, Human Resource & Personal Management, TMH
2. Gomez –Mezia, Managing Human Resources, Pearson Education



## Organizational Behaviour

Code: BHA-202

- OB-overview-Meaning of OB, importance of OB, field of OB, Contributing Disciplines.
- OB Models, S-O-B-C model, contingency O-B model, challenges and opportunities for OB
- Individual Behaviour: Biographical characteristics Learning, Value, Attitudes
- Personality: Meaning of Personality, Determinants of Personality, Theories of Personality,
- Management and Development of Personality
- The Process of Perception: Process and Principles, Factors influencing 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.

## **Management Information System**

**Code: BHA-203**

- Information, data & its role in decision-making, system and its model., Information System (IS)-operating elements, process , function, layout of information flow in an organization, classification of IS, executive Support System (ESS) , Introduction to DSS
- Managerial process, managerial decision making, approaches to management decision making, implication for information systems.
- 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.

### **References :**

1. Management Information Systems, O'Brien , TMH
2. Management Information Systems, Arora & Bhatia , EXCEL BOOKS
3. Management Information Systems.M.M.Oka.EPH.

## **Inventory Control and Purchase Management**

**Code: BHA-204**

- Inventory Control & Purchase Management
- Inventory Control & Purchase Management-meaning & significance  
Purchasing & procurement:
- Principles of sourcing, purchase methods & procedures, legal aspects of purchasing.
- Reference to Contract Act, Sale of Goods Act, Drug Control Act in respect to purchase activities.
- Import substitution
- Principles of storage & stores accounting-types of storage care & preservation of materials & equipments in inventory control.
- Distribution management ( logistics Management)-distribution of materials to various departments & auxiliary services.
- Exceptional management needs in Healthcare Units: Mgmt. of Blood Bank, Donated
- Organs, Morgues, Dispensaries .
- Contract Administration:
- Administration of services obtained through Contract Principles. Model Contract for Laundry, dietary, dispensary, security & Ambulance Services.

## **Marketing Management**

**Code: BHA-205**

- Introduction: Definition, nature, scope and importance of Marketing-approaches to the study of marketing; marketing and economic development-traditional and modern concepts of marketing.
- Marketing functions: Selling, buying, transportation, storage, finance, risks, grading and standardization and Information; features and characteristics of markets; market segmentation.
- Consumer and marketing: Consumer behavior and motivation-stages and participation in buying process.
- Product: Concept of Product; product line; product additions and deletion; New Product development.
- Pricing: Pricing objectives- basic price concepts-price determination factors influencing pricing policy-methods of pricing- pricing policies and strategies.
- Channels of distribution: Need for marketing specialists- types of marketing channels- selection of channels.
- Promotion: Nature and importance of promotion-promotional methods-advertising – advertising copy-evaluation of advertising-personal selling-sales promotion.
- Extended Marketing Mix
- Marketing Research: Importance-types and techniques of organizing marketing research.
- Developing Marketing Strategy: Differentiating and positioning the market offering tools for competitive differentiation developing a positioning strategy.
- Marketing Organizations: marketing performance and central, Global marketing; Customer service; Rural marketing.

### **References :**

1. Marketing Management , Rajan Saxena, TMH
2. Marketing, Joel R. Evans, Wiley Dreamtech
3. Marketing Management & Research. P.K.Gupta. EPH.
4. Marketing Research . M.V.Kulkarni.EPH

## **Hospital Operations Management**

**Code: BHA-206**

- Epidemiological basis for healthcare management.
- Management of Indian Hospitals - challenges & strategies.
- Modern Techniques of hospital management.
- Operation concept- use of models.
- Location, Lay Out, Need Assessment, Documentation.
- Organization of the hospital : Management structure
- Types of hospitals, Governing body, Hospital committee and hospital functionaries and Duties and responsibilities of various positions
- OPD, Ward and Emergency Services Management.

### **References :**

1. Management of Hospital ( 4 Vols), S.L Goel & R. Kumar, Deep & Deep Publications Pvt. Ltd.
2. Hospital Mgmt. In Tropics & Subtropics, James A. William, McMillan , London,1991

## **Hospital Waste Management**

**Code: BHA-207**

To understand the significance of nosocomial infections, biomedical waste and its proper disposal.

- Definition of Biomedical Waste
- BMW – Segregation, collection, transportation, disposal
- Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste
- BMW Management & methods of disinfection
- Modern technology for handling BMW
- Monitoring & controlling of cross infection (Protective devices)
- BMW from Administrative point (Budget, Health check-up, Insurance)

### **References :**

1. Principles of Hospital Management - S. A. Tabish
2. Hospital Management - S. L. Goel
3. Hospital Administration - Francis
4. Bio-Medical Waste Act & Rules Govt. of India
5. Current Issues In BMW Waste Handling-ISHA, Bangalore

3<sup>rd</sup> Year

**Hospital Planning**

**Code: BHA-301**

- Planning – Basic Concept, Process and types of Plans
- Overview of Health care as an enterprise , history and development of Hospitals , Hospital planning and proposal writing
- Hospital planning : feasibility Study - technical evaluation
- Hospital planning : feasibility Study - financial evaluation
- Hospital design master Plan , functional analysis & architectural Design
- Hospital design engineering services system plan & equipment plan
- Hospital design – Commissioning Plan , Post commissioning Evaluation

**References:**

Hospital Planning and Administration : R Liewenlyn Davies and HMC Macualay \_  
Geneva WHO 1996

## **Epidemiology and its Applications**

**Code: BHA-302**

- Concept of disease— Natural History
- Level of prevention
- Rehabilitation
- Concept of Epidemiology-- Definition and concept
- Types of uses
- Incidence and prevalence
- Communicable and non-communicable diseases-
- Communicable Diseases-- Influenza
- Food poisoning
- Filaria
- Plague
- Tetanus
- Non- Communicable Diseases—Diabetes
- Stroke
- Alcoholism
- Smoking
- Rheumatic Heart Diseases
- Epidemiological studies
- Epidemic, Eudemic, Pandemic, Sporadic
- Investigation of an epidemic
- Mortality, Morbidity, IMR, MMR.
- Preventive measures for disease Outbreak
- Vaccination, Immunisation, Surveillance, Monitoring
- Transmission of Disease—Vehicles of transmission
- Observational, Analytical & Experimental Studies

### **References :**

1. Text Book of Preventive and Social Medicine — Park
2. Hospital Administration — Tabish (O.U.P.).
3. Epidemiology & Management of Health Care for all-P.V. Sathe & A.P. Sathe



## Support and Utility services

Code: BHA-303

1. Meaning, Importance , Types and integration of different Support services
  - Nursing Services
  - Pathology lab / Diagnostic Units (Radiology,Scan Centre)
  - Blood Bank
  - Diet Services
  - Linen Laundry Services
  - CSSD ( Central Sterile Supply Department.)
  - Housekeeping
  - Control of Hospital Infection
  - Transport Services (Ambulance)
2. Security Services
  - Security Services - Maintenance Services- Office Administration - Hospital Information - System and Computer Application
3. Mortuary Services
  - Introduction – Role and Function – Planning Construction – Physical facilities – Equipment – Staffing – Policies and Procedures – Monitoring.
4. Pharmacy Services
  - Introduction – Definition – Brief History – Role , function and types – Planning Consideration – Policies and Procedures – Management issues – Control and evaluation – Computerization in Pharmacy Services.
5. Fire Hazards and Fire Manual Guideline
  - Introduction – Elements of fire – Fire hazard – Cause of Hospital Fire - Classification of fire – Fire protection – Fire points and Escape Route – Risk evaluation – meaning of fire manual – Guideline – Elements of Fire safety – Fire safety training – Do's and Don'ts for electrical fire prevention – Action to be taken in case of fire in a Hospital.

### References :

1. Hospital Administration — Tabish (O.U.P.).
2. Principles of Hospital Administration & Planning — B.M.Sakharkar, Jaypee Brothers
3. Hospital Administration & Management — C.M. Francis & D'Souza.

## Financial Management

Code: BHA-304

- Meaning of Financial Management – Modern Approaches to FM – Objectives, scope, function and importance of Financial Management.
- Financial Statement Analysis: Meaning of Financial Statement – Different types of F.S viz Income Statement, Balance Sheet, Statement of Retained earning, Fund Flow Statement, Cash Flow Statement – definition, significance and limitations.
- Fund Flow Statement – Practical Problems.
- Cash Flow Statement – Practical problems.
- Ratio Analysis: Meaning of Ratio Analysis – Different types of ratios, their meaning and importance – Practical problems on Ratio Analysis – Limitation of Ratio Analysis.
- Break–Even and CPV Analysis – Meaning – importance – Uses – Significance – Practical Problems.
- Accounting for Non- Profit Seeking Concern – Hospital Accountings and Hospital Costing.
- Working Capital Management: Definition – Components of W.C.M – Factors affecting working Capital – Classification of Working Capital – Practical Problem on Working Capital requirement.
- Capital Budgeting – Definition – Techniques of Capital Budgeting –NPV, IRR, ARR, Payback-period, Profitability Index – Practical Problem on Capital Budgeting.
- Sources of Short term and long term finance.
- Corporate Re-structuring management and requisition
- Dividend Decision making
- Management of Protection

### Reference:

1. Taxman's Financial Management by Ravi M. Kishore.
2. Finance for Non-Finance Manager, B.K. Chatterjee, Jaico

## Quality in Management Healthcare Services

Code: BHA-305

- Fundamentals of Quality Management: Introduction – Objectives - Historical Back Ground
- Quality Management – ISO 9000 Quality Management
- System - Effects and Benefits– Present Indian Scenario
- Techniques of Quality Management: Improving Hospital Performance – Patient
- Participation – Quality Health Care through Patient Satisfaction – Conceptual model of potential Contribution in quality of the health care system.
- Quality Improvement in Health Care: Introduction – organizing for
- Quality Assessment – Deming’s Contribution and his 14 management guideline –
- Quality Improvement fundamentals and Quality Assurance.
- Assessing Quality Health Care: Some attributes of Quality in Health Care – Some attributes of a Good Patient Practitioners Relationship – The measurement of Quality – Procedure for formulating explicit Criteria and standards – Determinates of Quality – Structure – Process– Outcome.
- Implementation of Total Quality and its outcome:

### References

1. Reference Books: Raandi Schmidt J. Trumbo and R. Jonson, Quality in Health Care Sector – ASQC Quality – Press.
2. Quality Improvement in Health Care, 2nd Ed, Nelson Throne

## Law and Medical Ethics

Code: BHA-306

- General Law of Contract : Essentials of a Contract – Offer and acceptance – Capacity of
- Parties - Free Consent – Consideration and legality of object – Void argument and Contingent Contract.
- Legal Aspect and Consumers Protection Act :
- Introduction – Medico–Legal Aspect on Clinical practice – Duties and Responsibilities of
- Doctors – Professional Secrets and Privileged Communication – Consent - Implied Consent and Expressed Consent. Consumer Disputes Redressal Agencies – Other Salient features – Application of C.P Act in Hospital – Recent judgment of Supreme Court – Implication for Health Professionals.
- Biomedical Waste Management and Handling Rule – 1998: Meaning – Classification of Bio-medical waste – Treatment and disposal – Colour Coding and type of Container for Disposal of Bio-medical wastes – Biomedical waste Management Rule - Annexure of Ministry of Environment and Forest Notification in regard to Bio-Medical Waste Management and Handling Rule 1998(Schedule I-VI)
- Law in relation to medical profession-Indian medical degree.
- IMC act & State medical act.
- Declaration of Geneva.
- Disciplinary control-professional misconduct.
- Compulsory & voluntary duties of a medical practitioner towards the state & the patient.
- Doctor patient relationship.
- Professional secrets & privileged communication-births, deaths, abortion, MTP, C.S, communicable diseases.
- Helsinki declaration on medical research, ICMR guidelines of medical research-death,dying & incurable ill patient.
- Euthanasia-ethical framework on decision making

### References:

1. Kapoor, N.D; 2004: Mercantile Law – Sultan Chand & Sons: New Delhi(Chapter 1-5)
2. Pathak,Legal Aspect of Business,TMH
3. Law & Ethics in Nursing & Health Care,Nelson Thrones

## **Business Statics**

**Code: BHA-307**

- Introduction: nature, scopr, importance, and limitations of statistics, Misuse of statics.
- Statical Investigation: Collection and classification of data, planning and statistical investigation, questionnaire, methods of collecting primary and secondary data, Methods and principle of sampling. Methods of classification and tabulation.
- Diagrammatic and Graphic Presentation : Location of median, quartiles and mode graphically, one and two dimensional diagrams.
- Statistical Average. Uses, limitation and calculations of various averages, Mean, Mode, Medium, Partition Values, Geometrical and Harmonic Mean,.
- Dispersion and Skewness, Various measures.
- Correlation and Regression analysis: Simple correlation, scatter diagram, methods of computing correlation, Karl Pearson and rank correlation, Standard error and probable error. Regression analysis, Regression coefficients.
- Index Number, Fixed base and chain base shifting, weighed index numbers, consumer price Index no., Fisher's Index, tests of reversibility.
- Analysis of time series, Meaning components of time series, measurments.
- Indian Statistics : National income, population census, statics relating to agriculture, statical organisations at the centre and in Uttarakhand.

## BIOMEDICAL WASTE MANAGEMENT

To understand the significance of nosocomial infections, biomedical waste and its proper disposal.

1. Definition of Biomedical Waste
2. BMW – Segregation, collection, transportation, disposal
3. Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste
4. BMW Management & methods of disinfection
5. Modern technology for handling BMW
6. Monitoring & controlling of cross infection (Protective devices)
7. BMW from Administrative point (Budget, Health check-up, Insurance)

### Suggested Reading

Principles of Hospital Management - S. A. Tabish  
Hospital Management - S. L. Goel  
Hospital Administration - Francis  
Bio-Medical Waste Act & Rules Govt. of India  
Current Issues In BMW Waste Handling-ISHA, Bangalore

