

COURSE STRUCTURE FOR BBA (HOSPITAL MANAGEMENT)

FIRST SEMESTER

SUBJECTS							
SL. NO.	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
			L	T	P	TOTAL	
		Paper Name					
1	BHM(N)-101	Principles of Management and Organizational Behavior	3	1		4	4
2	BHM(N)- 102	Business Communication	1	1		2	2
3	BHM(N)-103	Medical Terminology –I	3	1		4	4
4	BHM(N)-104	Hospital Operations Management	3	1		4	4
5	BHM(N)-105	Hospital & Health System	3	1		4	4
Total of Theory						18	18
PRACTICAL							
1	BHM(N)-191	Effective Professional Communication			2	2	2
2	BHM(N)-192	Basic Computing lab			2	2	2
Total of Sessional						4	4
Total of Semester						22	22

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SECOND SEMESTER

SUBJECTS							
SL. NO.	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
			L	T	P	TOTAL	
		Paper Name					
1	BHM(N)-201	Medical Records Management	3	1		4	4
2	BHM(N)-202	Bio-Statistics	3	1		4	4
3	BHM(N)-203	Medical Terminology II	3	1		4	4
4	BHM(N)-204	Marketing Management	3	1		4	4
5	BHM(N)-205	Health Information System	1	1		2	2
Total of Theory						18	18
SESSIONALS							
1	BHM(N)-286	Advance Computing Lab			2	2	2
2	BHM(N)-287	Seminar on an Assigned Topic			2	2	2
Total of Sessional						4	4
Total of Semester						22	22

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THIRD SEMESTER

SUBJECTS							
SL. NO.	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
		Paper Name	L	T	P	TOTAL	
1	BHM(N)-301	Public Health and Health care Planning	3	1		4	4
2	BHM(N)-302	Accounts	3	1		4	4
3	BHM(N)-303	Health Economics	3	1		4	4
4	BHM(N)-304	Support, Utility and Clinical Services-I	3	1		4	4
5	BHM(N)-305	Fundamentals of Inventory Management	2	1		3	3
Total of Theory						19	19
SESSIONALS							
1	BHM(N)-386	Minor Project				4	4
Total of Sessional						4	4
Total of Semester						23	23

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FOURTH SEMESTER

SUBJECTS							
SL. NO.	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
		Paper Name	L	T	P	TOTAL	
1	BHM(N)-401	Epidemiology and Analysis of Health Information Data	3	1		4	4
2	BHM(N)-402	Support, Utility and Clinical services-II	3	1		4	4
3	BHM(N)-403	Environment & Ecology	2	1		3	3
4	BHM(N)-404	Financial Management	3	1		4	4
5	BHM(N)-405	Fundamentals of Research Methodology	2	1		3	3
Total of Theory						18	18
SESSIONALS							
Total of Sessional						0	0
Total of Semester						18	18

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FIFTH SEMESTER

SUBJECTS							
SL. NO.	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
			L	T	P	TOTAL	
		Paper Name					
1	BHM(N)-501	Quality in Health Care	3	1		4	4
2	BHM(N)-502	Health Insurance	2	1		3	3
3	BHM(N)-503	Clinical law and Medical ethics	3	1		4	4
4	BHM(N)-504	Human Resource Management	3	1		4	4
Total of Theory						15	15
SESSIONALS							
1	BHM(N)-581	Summer Training Evaluation			4	4	4
Total of Sessional						4	4
Total of Semester						19	19

COURSE STRUCTURE FOR BBA (HOSPITAL MANAGEMENT)

SIXTH SEMESTER

SUBJECTS							
SL. NO.	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
			L	T	P	TOTAL	
		Paper Name					
1	BHM(N)-601	Public Relations	3	1		4	4
2	BHM(N)-602 A/B/C/D/E/F/G (any One)	Elective-I <u>Offline courses-</u> A. Occupational Health B. Biomedical Waste Management C. Nutrition D. Cardio vascular Diseases E. Emergency Service Department F. Front Office Management G. Disaster Management <u>Online courses**</u>	3	1		4	4
Total of Theory						8	8
SESSIONALS							
1	BHM(N)-681	Major Project on Specialized Area			8	8	8
Total of Sessional						8	8
Total of Semester						16	16

**SYLLABUS
 FIRST SEMESTER**

PAPER NAME: PRINCIPLES OF MANAGEMENT AND ORGANIZATION BEHAVIOR
PAPER CODE: BHM(N)-101
CREDIT 4
CONTACTS: 3L + 1T

Module	Topics
I	The evolution of Management, Definition and importance of Management Fayol's fourteen principles of management <u>Planning</u> Nature of Planning, Planning Process, Objectives, MBO <u>Decision-making</u> Concept, Process of decision-making, Types of decisions, Techniques in decision-making
II	<u>Organizing</u> Organization structure, Formal and informal organizations, Principles of organizations-chain of command, span of control, delegation, decentralization, empowerment, matrix organizations, team based structures, virtual organizations, boundary less organizations. <u>Controlling</u> Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.
III	<u>Organizational Behavior</u> : Introduction, definition, historical development, fundamental principles of OB, challenges and opportunities. <u>Personality</u> : Meaning, determinants, The Big Five Model, personality attributes influencing OB. <u>Attitude</u> : Formation, components of attitudes, relation between attitude and behavior. <u>Group Dynamics</u> : Meaning of group, types of group, The Five Stage Model of Group Development, Group Structure
IV	<u>Motivation</u> : Meaning, Theories of motivation-Maslow's Hierarchy of Needs theory, two factor theory, Theory X and Y, Alderfer's ERG theory, McClelland's Theory of Needs, application of motivational theories. <u>Leadership</u> : Meaning, styles of leadership, leadership theories- trait theory, managerial grid theory, Fiedler's Model. <u>Organizational conflict</u> : definition, sources, types of conflict resolution of conflict

Book References:

- 1) Principles and practice of management--- L.M. Prasad , Sultan Chand & sons.
- 2) Management theory and practice ----- C.B Gupta, sultan Chand & sons.
- 3) Organizational behavior---- L.M Prasad, Sultan chand & sons.
- 4) Organizational behavior----Stephen P. Robbins, Pearson Education

PAPER NAME: ENGLISH
PAPER CODE: BHM(N)-102
CONTACTS: 1L+1T
CREDIT 2

Module	Topic
I	FUNCTIONAL GRAMMAR IN ENGLISH <ol style="list-style-type: none"> 1. Tense 2. Voice 3. Narration 4. Subject verb agreement 5. Vocabulary
II	TECHNICAL WRITING IN ENGLISH <ol style="list-style-type: none"> 1. Fundamentals of Official Letter writing 2. Report writing 3. Comprehension 4. C.V and job application 5. Essay writing 6. Posters and publicity materials
III	FUNDAMENTALS OF MANAGERIAL COMMUNICATION <ol style="list-style-type: none"> 1. Meaning of communication 2. Role and objective of communication in Hospitals 3. Process of communication 4. Effective media for communication in Hospital professional 5. Barriers of effective communication in Hospitals 6. Overcoming the barriers of effective communication in Hospitals 7. Understanding different social medias and its effective usage in Hospitals

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PAPER NAME: MEDICAL TERMINOLOGY-I
PAPER CODE: BHM(N)-103
CONTACTS: 3L + 1T
CREDITS: 4

Module	Topic
I	Chapter 1: Basics of Human Body Level of Organization of Human Body planes and Basic examination positions Overview of various kinds of Medical Imaging
II	Chapter 2: Basics of Human System Fundamentals of Integumentary System Fundamentals of Musculo-skeletal System Fundamentals of Cardio-Vascular System Fundamentals of Digestive system Fundamentals of nervous system Fundamentals of Urinary System Fundamentals of Endocrine system Fundamentals of Reproductive system Fundamentals of Respiratory System Fundamentals of Lymphatic System
III	Chapter 3: Basics of 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
IV	Chapter 4: 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 department of hospitals

Book Reference:

1. Paramedics-Six in One, Jaypee Brothers
2. Human physiology vol 1&2 by Dr. C C Chatterjee

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PAPER NAME: HOSPITAL OPERATIONS MANAGEMENT
PAPER CODE: BHM(N)-104
CREDIT 4
CONTACTS: 3L + 1T

Module	Topic
I	Definition of Hospital Overview of Professional service units of a hospital (clinical and non clinical)
II	Concept of Professional management Management of Indian hospital-challenges and strategies
III	Hospital Planning 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.
IV	Organization of the hospital Management structure Governing body, Hospital committees and hospital functionaries Duties and responsibilities of various levels of management

Book References:

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: HOSPITAL AND HEALTH SYSTEM
PAPER CODE: BHM(N)-105
CREDIT 4
CONTACTS: 3L + 1T

Module	Topic
I	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
II	Concept of Health care and Health system, Levels of care Health care delivery system in India Organization of Indian Health Administration
III	Definition and meaning of hospital, functions of hospitals, types of hospital The modern hospital: A complex entity, Present status of hospitals in India, Present State of Govt. hospital, Hospital viewed as a system Peculiarities of hospital systems
IV	International Health Under United Nations

Book References:

1. Preventive and Social Medicine, K.Park---Bhanot
2. Community Medicine,AH Suryakantha---JAYPEE

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PAPER NAME: BASIC COMPUTING LAB (NEW)
PAPER CODE: BHM(N)-191
CREDIT- 2
CONTACTS: 1L + 1T

Module	Topic
I	Operating System (Windows 7/8/10) [Desktop elements, taskbar, Creation of folders and shortcuts, features of Windows Explorer]
II	Ms Word (2010/2013/2016) [Concept of Word Processor, Create document, Open document, Save document, Print document, Cut, Copy, Paste, Find and Replace, Basic formatting features- Paragraph alignment, indentation, line spacing, font styles, colours, size, Borders and Shading, Bullets and Numbering, Insert table, textbox, watermark, WordArt, margins, rulers, page break, section break, page orientation, spelling and grammar check, word count, comments, document views, headers and footers, clipart, cover page, format painter],
III	Ms PowerPoint (2010/2013/2016) [Concept of Presentation tool, Create a presentation , template, insert slide, change slide layout and format, custom animation, slide transition, slide master, delete slide, set up slide show)
IV	Internet- Browser -set up home page, creating bookmark in browser, clearing history and browser cache, surfing, Email- send mail, send attachment, Concept of Cloud Storage(Google drive)- [Save work in Google drive, create files and folders in Google drive, Sharing files in Google drive,] Rules for creating strong password and basic network security (Antivirus and firewall, protection from phishing mail)

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PAPER NAME: EFFECTIVE PROFESSIONAL COMMUNICATION
PAPER CODE: BHM(N)-192
CREDIT 2
CONTACTS: 3L + 1T

Module	Topic
I	Conversation on current issues
II	Group Discussion, Mock Interview
III	PowerPoint presentation, Role play

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SYLLABUS
SECOND SEMESTER

PAPER NAME: MEDICAL RECORD SCIENCE
PAPER CODE: BHM(N)-201
CREDIT- 4
CONTACTS: 3L + 1T

Module	Topics
I	Role of 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
II	Coding, Indexing, Filing, Computerization of MR, Microfilming, Hospital statistics, ICD, Process of arranging medical records
III	Organization & management of MRD, Retention of MR, Preservation of MR, Role of MRD personnel, Legal aspects of MR(Medico legal cases)
IV	Medical Audit

Book Reference:

1. Medical Records Organization and Management, GD Mogli---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).

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PAPER NAME: MEDICAL TERMINOLOGY-II
PAPER CODE: BHM(N)-203
CONTACTS: 3L + 1T
CREDITS: 4

Module	Topics
I	Chapter 1: Basic Concept on Elementary Diseases of Human System Elementary Diseases of Integumentary System (Microbial skin diseases, Psoriasis, Vitiligo, Dermatitis, Seborrhea, Eczema) Elementary Diseases of Musculo-skeletal System (Arthritis, Osteoporosis, Bone Fracture etc.) Elementary Diseases of Cardio-Vascular System (IHD, Angina, Heart valve Disease, CHD, Anemia, Thalasemia, Hemophilia .) Elementary Diseases of Digestive system (Ulcer, GERD, Dyspepsia) Elementary Diseases of nervous system (Stroke, Quadriplegia, Bells' Palsy, Parkinsons ,Alzimers's disease.) Elementary Diseases of Urinary System (Dialysis, Nephritis, BPH & Hydronephrosis) Elementary Diseases of Endocrine system (Diabetes, Diabetic Foot, Gangrene, Hypo and Hypersecretion diseases) Elementary Diseases of Reproductive system (Infertility) Elementary Diseases of Respiratory System (Asthma, Pneumonia, Tuberculosis .) Cancer: Grades & Classifications(TNM system & Treatment ,Chemotherapy, Radiotherapy and Surgery)
II	Chapter 2: Fundamentals of Diagnostic procedure and Practice Cardiology Dept: ECG, Echo, Angiography, Angioplasty, 64 Slice CT, Cath Lab, Pacemaker, Gastroenterology Dept: Endoscopy, ERCP Hematology: Blood Collection procedure and Vacutainer Gynecology: IVF Urology: Lithotripsy Pulmonology: Lung Function Test, Bronchoscopy Orthopedics: Arthroscopy, Bone Densitometry Neurology: CT Scan, LP Cancer: FNAC, FNAB, PET Scan
III	Chapter 3: Concept of Modern Treatment Procedure Robotic Surgery Cyber Knife Extra-Corporeal Membrane Oxygenation True Beam STX

Book Reference:

1. Paramedics-Six in One, Jaypee Brothers
2. Human physiology vol 1&2 by Dr. C C Chatterjee

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PAPER NAME: MARKETING MANAGEMENT
PAPER CODE: BHM(N)- 204
CONTACTS: 3L + 1T
CREDITS: 4

Module	Topics
I	<p>Introduction: Definition, nature, scope and importance of Marketing, Marketing mix; Marketing environment, Marketing concepts - traditional and modern.</p> <p>Consumer Behaviour 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.</p>
II	<p>Product: Concept of Product; product line; New Product development, Product life cycle concept.</p> <p>Pricing: Importance of price in the marketing mix; Factors affecting price, methods of pricing.</p>
III	<p>Promotion: Nature and importance of promotion-promotional methods- advertising -personal selling- sales promotion.</p> <p>Channels of distribution: Concept and role; Types of distribution channels; Factors affecting choice of a distribution channel</p>
IV	<p>Differentiating and positioning: Tools for competitive differentiation, developing a positioning strategy.</p> <p>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 gap model by Parsuraman</p>

Book Reference:

- 1) Marketing management, Philip Kotler-Prentice hall-India
- 2) Marketing management, K. Karunakaran- Himalaya publishing house
- 3) Marketing management, Rajan Saxena-Tata McGraw Hill

PAPER NAME : HOSPITAL INFORMATION SYSTEM
PAPER CODE: BHM(N)- 205
CONTACTS: 1L + 1T
CREDIT POINT 2

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
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
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 EHR , Disadvantages of the EHR, Roadblocks and challenges to EHR implementation –The future of HIS
IV	Basics of Electronic Communications-Methods of accessing information Telemedicine, Types of Technology – Clinical initiatives –Administrative initiatives, Advantages and Barriers of telemedicine ,Future trends, Knowledge management , Advances in public health, Speech recognition, Wireless computing Security ,Barriers of Information Technology implementation CRM(Customer Relationship Management) What is CRM? Why CRM? Advantages of CRM, Disadvantages of CRM

Book references:

1. Preventive and social Medicine, K.Park---Bhanot
2. Medical Records organization and management, GD Mogli---JAYPEE
3. Management Information System , Avdesh Gupta& Anurag Malik---Laxmi Publications

ADVANCED COMPUTING LAB
BHM-286
CREDIT POINT 2

Module	Topics
I	Concept of Linux operating system Ms Excel (2010/2013/2016) [Concept of Spreadsheet, workbook versus worksheet, range of cells, types of cell referencing, namebox, formula bar, Autofill, conditional formatting, format as a table, Charts-column, bar, pie and Scatter chart. Functions Autosum(Σ) Text (LEFT, RIGHT, MID, LEN and TRIM) Logical (AND,OR,NOT and IF) Statistical(AVERAGE, COUNTIF, MEDIAN,MODE, MAX, MIN,STDEV,VAR,CORREL, PEARSON)\ Date and Time (TODAY and NOW) Lookup and Reference (Vlookup and Hlookup) Mathematical (SUM,SUMIF)
II	What-if-Analysis- Goal seek, Solver, Scenario, Data table Pivot table Filter (Auto filter and Advanced filter) Sorting
III	Data Analysis-Table, Graphs and Charts, Central Tendency, Dispersion, Correlation and Regression, Hypothesis testing, one way ANOVA
IV	Data Validation-Extended uses of Data Validation , Working with validation formulae , Lists and lists that depend on other list selections

References:

1.www.excel-easy.com

2.www.tutorialspoint.com

**SYLLABUS
 THIRD SEMESTER**

**PAPER NAME: PUBLIC HEALTH AND HEALTH CARE PLANNING
 PAPER CODE: BHM(N) 301
 CONTACTS: 3L + 1T
 CREDIT POINT 4**

Module	Topic
I	Definition, Meaning of Public Health, Approaches of Public Health, Community Diagnosis and need assessment Epidemiological basis for health care management Right to health, Responsibilities of Health, Community Participation
II	Health Planning ,National Health Policy,2002(overview) National Health Policy,2017 National Population Policy
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, Vision 2020,National Health Mission, National Mental Health Programme, National Family Planning Programme
IV	Health Manpower Planning and distribution Health service Research

Book References:

4. Community medicine,AH Suryakantha---JAYPEE
5. Preventive and Social Medicine, K.Park---Bhanot
6. Healthcare Management and administration , S.L Goel--- Deep and Deep publication private limited

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PAPER NAME: ACCOUNTS
PAPER CODE: BHM -302
CONTACT: 3L + 1T
CREDIT POINT 4

Module	Topics
I.	<p>Introduction to Accounting Accounting: Meaning, Objectives and Advantages. Users of Accounting Information. Fundamental Accounting Assumptions: (Going Concern, Consistency, Accrual.) Accounting Principles: (Accounting Entity, Money Measurement, Accounting Period, Full Disclosure, Materiality, Prudence, Cost Concept, and Dual Aspect, Revenue recognition, matching.)</p> <p>Recording of Transactions Double Entry System. Rules of Debit and Credit Journal and Ledger. Preparation of Trial Balance.</p>
II	<p>Financial Statements Financial Statements: Objective and Importance. Trading and Profit and Loss Account: Balance Sheet: Need, grouping, marshalling of assets and liabilities. Adjustments in Preparation of Financial Statements: (With respect to closing stock, outstanding expenses, prepaid expenses, accrued income, income received in advance, depreciation, bad debts, provision for doubtful debts.)</p>
III	<p>Cost Accounting: Introduction: Definition of Costing, Cost concepts Types of costs, Classification of costs, Cost sheet (introduction only)</p>
IV	<p>Materials control: Introduction: Various stock levels, Economic Ordering Quantity Various methods of pricing materials issues (FIFO and LIFO)</p>

Reference books:

1. Financial Accounting I ,Mukherjee & Mukherjee, -Oxford Publications
2. Financial Accounting, Hanif & Mukherjee, -McGraw Hill Publications
3. Financial Accounting ,Tulsian-Pearson Publications
4. Cost Accounting ,B.Banerjee-PHI Publications

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PAPER NAME: HEALTH ECONOMICS
PAPER CODE: BHM -303
CONTACT: 3L + 1T
CREDIT POINT 4

Module	Topics
I	The Fundamentals of Economics - Economic Organizations-Utility, Wealth, Production, Capital- Central Problems of an Economy.
II	Demand- meaning- determinants of demand- law of demand- elasticity of demand- price, income and cross elasticity. Supply –meaning- determinants- law of supply – Demand vs. Supply.
III	Short-run and long-run costs, average and marginal costs, total, fixed and variable costs. Various forms of market- monopoly, perfect competition, monopolistic competition and oligopoly- Pricing strategies.
IV	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.
V	Economics of Health Programmes for Nutrition, Economics of abuse of tobacco & Alcohol, Economics of Breast feeding

Book References:

1. Health Economics-Jay Bhattacharya,Timothy Hyde & Peter Tu
2. Health Economics- Dr. J.Jeyasingh, Dr. D. Solomon Raj, Dr.D Jery Josephin
3. Health Economics- Pushpalata Pattnaik
4. Health Economics- P.C.Das

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PAPER NAME: SUPPORT, UTILITY AND CLINICAL SERVICES-I
PAPER CODE: BHM(N)-304
CONTACT: 3L + 1T
CREDIT POINT 4

Module	Topic
I	Meaning of support and utility services & their importance
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
III	Support services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments - Radiology: Diagnostic and therapeutic, Nuclear Medicine Laboratory. CSSD
IV	Utility services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments – Laundry Housekeeping Dietary service Security services
V	Hospital Infection control

PAPER NAME: FUNDAMENTALS OF INVENTORY MANAGEMENT
PAPER CODE: BHM(N)-305
CONTACT: 2L + 1T
CREDIT POINT 3

Module	Topic
I	Inventory control (theoretical knowledge only): definition, objectives of inventory control, types of inventory cost, types of inventory control-Pareto's law-ABC/VED/SDE analysis, lead time, buffer stock-reorder level, economic order quantity (Basic knowledge)- types of inventory control systems
II	Basic Knowledge of Hospital Stores management (theoretical knowledge only) location & layout- standardization, Codification & Classification of materials- material accounting & physical distribution-store documentation- condemnation & disposal of scrap , surplus & obsolete materials-types of stores in hospital Preservation of Stores
III	Hospital Purchase management(theoretical knowledge only): vendor selection & evaluation, vendor rating, methods of payments, tendering procedures-concept & frame work of supply chain management Purchasing process, Meaning of purchasing, objectives of purchasing, 5 R's of purchasing Centralised & Decentralized purchasing DGS & D- General principles of procurement of medicine ,equipment in DGHS under the MOHFW,GOI
IV	Strategies for Hospital equipment Planning and Selection, Hospital equipment Utilization Distribution Management (Logistics Management)-distribution of materials to various departments & auxiliary services.

Book References:

1. Production(Operation) Management , L.C Jhamp--- Everest
2. Production and materials management , K.Sridhara Bhatt--- Himalaya
3. Hospital stores management an integral approach , Shakti Gupta--- JAYPEE

**SYLLABUS
 FOURTH SEMESTER**

PAPER NAME: EPIDEMIOLOGY AND ANALYSIS OF HEALTH INFORMATION DATA

PAPER CODE: BHM(N)-401

CONTACT: 3L + 1T

CREDIT POINT 4

Module	Topic
I	Definition, concept, use of epidemiology, Concept of disease, concept of disease causation, Natural History of disease, Ice berg phenomenon of disease Mode of Intervention
II	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
III	Dynamics of disease transmission Control and Prevention of disease Immunizing agents
IV	Communicable diseases (Influenza, Encephalitis, Dengue, Malaria, Food Poisoning, Tetanus, HIV/AIDS) Non communicable diseases (Diabetes, Obesity, Cancer, Blindness)

Book References:

1. Preventive and social Medicine, K.Park---Bhanot
2. Community Medicine,AH Suryakantha---JAYPEE
3. Principles and practice of community medicine, Asma Rahim---JAYPEE

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PAPER NAME: SUPPORT ,UTILITY AND CLINICAL SERVICES -II
PAPER CODE: BHM(N)-402
CONTACT: 3L + 1T
CREDIT POINT :4

Module	Topic
I	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
II	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
III	Utility services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments - Transport service Maintenance management Mortuary
IV	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
V	Hospital waste management (including Biomedical Waste Management Act,1998)

Book References:

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: ENVIRONMENT AND ECOLOGY

PAPER CODE: BHM(N)-403

CONTACT: 2L + 1T

CREDIT POINT: 3

Module	Topic
I	<p>General Meaning of Environment & relevance of the subject Environment & Ecology for Hospital Administrators. Brief outline of the Environment (Protection) Act 1986 & its importance for Hospital Administration. Role of NGO's like green peace in Environmental protection.</p> <p>Ecology Brief outline on Elements of Ecology; brief discussion on Ecological balance and consequences of change, principles of environmental impact assessment. Environmental Impact Assessment report (EIA) .</p>
II	<p>Air Pollution and Control Factors responsible for causing Air Pollution in Hospitals .Sources & effects of Air pollutants in the Hospital context. Primary & Secondary pollutants ,Green House Effect, depletion of Ozone Layer. Brief discussion on THE AIR (PREVENTION & CONTROL OF POLLUTION) ACT,1989. Indoor air pollution.</p>
III	<p>Water Pollution and Control Brief Discussion on Hydrosphere, natural water, pollutants: their origin and effects, river/lake/ground water pollution, The financial implication of water pollution control and steps required to be taken e.g. Sewerage treatment plant, water treatment plant.</p> <p>Noise Pollution Sources, effects, standards & control. Recommended noise level in hospital, measures to control noise in hospitals</p>
IV	<p>Land Pollution Brief understanding of lithosphere, pollutants (municipal, industrial, commercial, agricultural, hospital, hazardous solid waste); their effects, collection and disposal, recovery & conversion methods in relation to an hospital enterprise with discussion about the financial implication of land pollution control , Differences between hazardous and toxic wastes, Sanitary land filling- advantage and disadvantages.</p>

Books:

- 1.Environmental Science, Cunningham,TMH
- 2.Environmental Studies, A.K.De & A.K.De, New Age International
- 3.Environmental Pollution Control Engineering, C.S.Rao, New Age International
4. Environmental Management, N.K. Oberoi, EXCEL BOOKS
- 5.Ecosystem Principles &Sustainable Agriculture,Sithampanathan,Scitech

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PAPER NAME: FINANCIAL MANAGEMENT
PAPER CODE: BHM(N)-404
CONTACT: 3L + 1T
CREDIT POINT :4

Module	Topic
I.	Financial Management : Financial goals- Profit vs. wealth maximization- Financial functions-Financial planning.
	Break–Even and CPV Analysis: Meaning and importance- Uses- Significance- Practical Problems on CVP analysis.
II	Working Capital Management: Components- Factors affecting working Capital- Classification of Working Capital- Practical Problem on Working Capital requirement.
	Capital Budgeting: Definition- Techniques of Capital Budgeting- Practical Problem on -ARR, PBP, NPV and PI
III	Ratio Analysis: Meaning of Ratio Analysis -Classification of Ratios- Meaning and importance- Limitation of Ratio Analysis- Practical problems (Only calculation of Liquidity, Solvency, Activity and Turnover Ratio)
IV	Cash Flow Statement: Definition- Significance and limitations-Objective-Preparation of Cash flow Statement (without adjustment).

Reference Books:

1. Financial Management, Khan & Jain-TMH
2. Financial Management, Gupta-Pearson Education
3. Financial Management, Majumder, Ali & Nesha -ABS
4. Financial Management, I.M. Pandey-Bikash Publications
5. Financial Management, M.Y. Khan & P.k. Jain, -TMH Publications
6. Financial Management, P Chandra-TMH Publications

PAPER NAME: FUNDAMENTALS OF RESEARCH METHODOLOGY
PAPER CODE: BHM(N)-405
CONTACT: 2L + 1T
CREDIT POINT :3

Module	Topic
I	Foundation of Research Meaning - Objectives of research- Motivation in Research- Research method vs. Research methodology- Research process- Wheel of research (Deduction vs. Induction) - Research problem and technique involved in defining problem.
II	Research Design Concept and Importance of Research design – Features of a good research design –concept of various research design. Data collection Methods: Interview Method, Observational Method, Questionnaires, Case Studies, Action Research, Secondary Sources.
IV	Interpretation of Data Types of Research Data, Qualitative Data and Quantitative Data, One sample and two sample test for means of small sample(t-test), Chi-square test for goodness of fit and independence of attributes, F test for two sample S.D and ANOVA(one way).
III	Report Writing Significance of report writing- Layout of research report- Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices.

Book Reference:

1.Research Methodology by C.R.Kothari-New Age International Publishers

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**SYLLABUS
 FIFTH SEMESTER**

**PAPER NAME: QUALITY IN HEALTH CARE
 PAPER CODE: BHM(N)-501
 CONTACT: 3L + 1T
 CREDIT POINT:4**

Module	Topic
I	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 – 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
II	Organization wide quality improvement in Health care: Introduction-organizing for quality assessment—Quality Assurance and quality improvements 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 – Determinants of Quality – Structure – Process – Outcome.
III	Definition, underlying concepts, implementation and measurement of TQM, Role of communication in implementing TQM Six Sigma,Lean Thinking,Kaizen,5 S (theoretical knowledge only)
IV	Quality planning, Quality Manual , Benchmarking QCI (functions,structure) Fundamentals of ISO 9001:2000 (objectives and components), Accreditation -with special emphasis on NABH, NABL Accreditation and JCI (sequential process of getting certified)

Book References:

1. Quality management in healthcare ,S.K Joshi---JAYPEE
2. Hospital administration , CM Francis & Mario C desouza---JAYPEE
3. Hospital and health services administration principles and practice, Syed Amin Tabish---OXFORD
4. A Text on Total Quality Management,Asish Bhatnagar-Vrinda Publication

PAPER NAME: HEALTH INSURANCE
PAPER CODE: BHM(N)-502
CONTACT:2L+1L
CREDIT POINT 3

Module	Topic
I	Introduction to insurance : health insurance-meaning, types & importance – - insurance vs assurance – insurance as a tool for managing risk . 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
II	Classification of health insurance, product-introduction-definition- features of health policies-TPA-IRDA guidelines on standardization in health insurance-Rastriyo Swastha Bima Yojna, Pradhan Mantri Surakhsha Bima Yojna-Pradhan Mantri Jan Dhan Yojna, Swawstha sathi.
III	Health management in insurance-stake holders in claim process-management of health insurance claims.
IV	Legal features of an insurance contract Grievance redressal mechanism-ombudsman and CPA (overview) Social security scheme in India-ESI,EPF,Micro insurance scheme.

Book Reference:

1. Mediclaim & Health Insurance by Prof Kshitij Patukale
2. Do We Care: India's Health System by K. Sujatha Rao
3. Principles of HOSPITAL Administration and Planning by B M Sakharkar

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PAPER NAME: CLINICAL LAW AND MEDICAL ETHICS
PAPER CODE: BHM(N)-503
CONTACT: 3L + 1T
CREDIT POINT:4

Module	Topic
I	General Law of Contract : Essentials of a Contract – Offer and acceptance – Capacity of Parties - Free Consent – Consideration and legality of object – Void agreement and Contingent Contract
II	Consumer Protection Act ,1986 W.B Clinical Establishment Act 2000 Legal aspects relating to organ transplantation, MTP Act, 1971.
III	Drugs and Cosmetic Acts, PNDT Act, Definition of ethics. Ethical Principles & rules: core concepts. Law & ethics-a comparison. Geneva Declaration
IV	Law in relation to medical profession-Indian Medical degree Act 1916,IMC act Consent-Implied and Expressed Consent, Medical Negligence Helsinki declaration on medical research, ICMR guidelines of medical research Euthanasia-ethical framework on decision making

Book Reference:

Commercial Law :Arun Kumar Sen & Jitendra Kumar Mitra

Medical Ethics :C.M.Francis,JayPee

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PAPER NAME: HUMAN RESOURCE MANAGEMENT
PAPER CODE: BHM(N)-504
CONTACT: 3L + 1T
CREDIT POINT: 4

Module	Topics
I	Nature and Scope of Human Resource Management – Meaning and Definition – Functions – Objectives – Organization of HRM Department - Policy Evolution of Personnel / HRM in General and with reference to HR department in hospital.
II	Acquisition of Human Resources / Planning – Forecasting and determination of current and Future Human Resource Requirements – Job Analysis and Job Design Recruitment - Selection, Orientation and Placement.
III	Development of Human Resources / - Employment Training and Management Development – Performance Appraisal, Performance Counseling, Maintenance of Human Resource – Employee Compensation – Job evaluation –Incentive Payments – Promotion and Transfer – Policies – Methods.
IV	Career Planning and Development – Process – Steps in Career Planning and Development system – Actions – Prerequisites for success – key issues in career development. Grievance Procedure – Guidelines for handling grievance – Work ethics – Work culture and quality of work life

Books:

1. Aswathappa, Human Resource & Personal Management, TMH
2. Gomez–Mezia, Managing Human Resources, Pearson Education
3. Personnel management , CB Mammoria--- Himalaya

SYLLABUS

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SIXTH SEMESTER

PAPER NAME: PUBLIC RELATION

PAPER CODE: BHM(N)-601

CONTACT:3L+1T

CREDIT POINT: 4

Module	Topic
I	PR: Definition, function, principles, planning and implementation. Emerging trends of PR
II	Role of PR in healthcare. Qualities of hospital PRO, Functions Organization of PR Department Importance of PR in Hospital Environment Management: <ul style="list-style-type: none"> • Media • Government • Patients & Their Relations • Employee Relations • Political Parties
III	PR in Crisis management ,Event management in hospitals
IV	Laws and ethics of PR
V	Role of PR in marketing. PR, advertisement and propaganda. PR agencies PR counseling

Book reference:

1. Public Relations Principles and Practices by Iqbal S Sachdeva

2.Principles of HOSPITAL Administration and Planning by B M Sakharkar

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PAPER NAME: OCCUPATIONAL HEALTH

PAPER CODE: BHM(N)-602A

CONTACT: 3L+1T

CREDIT POINT :4

Module	Topic
I	Occupational environment-man & physical, chemical & biological agents. Occupational hazards-physical, chemical, mechanical, psychological hazards
II	Occupational diseases
III	Accidents & injury. Radiation hazards. Control of hazards in industries. Indian Factories Act 1948
IV	ESI Act 1948. Workman's Compensation Act 1952.

Book Reference:

1. Preventive and social Medicine, K.Park---Bhanot

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PAPER NAME: BIOMEDICAL WASTE MANAGEMENT
PAPER CODE: BHM(N)-602B
CONTACT:3L+1T
CREDIT POINT 4

Module	Topic
I	Meaning, importance and aims of biomedical waste management Major sources of biomedical waste; classification and categories of hospital waste Diseases associated with biomedical waste; safety measures to be adopted while handling biomedical waste
II	Collection, segregation, transportation and storage of biomedical waste
III	Disposal techniques Pre-treatment-chemical disinfection, autoclave, hydroclave, microwave irradiation Final disposal-incineration, safe pit for sharps, landfill, deep burial
IV	Awareness and education of hospital waste management programme
V	Biomedical Waste Management and Handling Rules,1998 Biomedical Waste Management (Amendment) Rules,2016 and 2018 Fundamentals of healthcare waste management as per WHO

Books:

1. Hospital waste management and its monitoring, Madhuri Sharma---JAYPEE

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PAPER NAME: NUTRITION
PAPER CODE: BHM(N)-602C
CONTACT:3L+1T
CREDIT POINT:4

Module	Topic
I	Elements of Nutrition –Cells (Basic Structure), definition of Nutrition, Nutrients and Diet, types of Diet, types of nutrients, Concept of food groups, Balanced diet, Dietary fibre Macronutrients:-Carbohydrate(types, functions and metabolism) Protein (types, functions and metabolism) Fat (Types, functions and metabolism) Micronutrients: vitamins and minerals(Functions and daily requirement, deficiency disorders)
II	Micronutrients (Vitamins and Minerals)- Sources, functions, daily requirements, deficiency and disorder. RDA- definition and requirement of macro nutrients for infant, Children, adult, pregnancy and lactation. Amino acid- definition, function and types.
III	Malnutrition: classification & control. PEM Obesity and its control.
IV	Digestion and absorption of food Role of hormones in metabolism BMR(Basal Metabolic Rate)
V	Nutritional factors in disease. Iron deficiency, Iodine deficiency, Vitamin A prophylaxis, National programmes on diet and nutrition.

Book Reference:

- 1.Nutrition and Dietetics: Subhangini A.Joshi-Tata McGraw Hill
- 2.Nutrition Science:B.Srilakshmi-New Age International Publishers

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PAPER NAME: CARDIOVASCULAR DISEASES
PAPER CODE: BHM(N)-602D
CONTACT:3L+1T
CREDIT POINT:4

Module	Topic
I	Essential anatomy & physiology of cardiovascular system. Classical signs & symptoms of heart disease. Blood pressure.
II	Basic concepts of investigations: X-Ray, ECG, Eco-cardiography with C-Doppler, Holter monitoring ,CT Scanning, coronary angiography. Biochemical changes in C.V. diseases.
III	Therapeutic procedures of heart like cardiac Resuscitation, Defibrillation etc. Basic concepts of cardiac failure, Cardisgenic shock, pulmonary acdema, Cardiac arrest.
IV	Basic concepts of cardiac surgery-Prothetic heart values, cardiac transplantation, coronary angioplasty. Replacement of heart values. Control of cardiovascular diseases

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PAPER NAME: EMERGENCY SERVICE DEPARTMENT
PAPER CODE: BHM(N)-602E
CONTACT:3L+1T
CREDIT POINT:4

Module	Topic
I	1) Location of Emergency in hospital 2) Basic lay out of Emergency (a) Receiving patients (b) Patient examination zone (c) Patient investigation zone (d) Procedure room (d) Cardio Pulmonary Resuscitation Unit (e) Dead patient barrier (f) EMO's Office (g) Nursing Station
II	3) Infrastructural facilities a) Office of EMO b) Nursing Office 4) Equipment 5) Legal procedure system 6) Emergency Operation Theatre (a) Arrangement of instruments and oxygen for minor Operation (b) Sterilization and fumigation of O.T. Room
III	7) Admission procedure 8) Billing for day care procedure in Emergency Dept. 8) Staffing i) Medical ii) Para Medical 9) Security

Book Reference:

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: FRONT OFFICE MANAGEMENT
PAPER CODE: BHM(N)-602F
CONTACT:3L+1T
CREDIT POINT:4

Module	Topic
I	<ul style="list-style-type: none"> • Meaning and importance of front office management • Functions of front office department
II	<ul style="list-style-type: none"> • Physical facilities, location and layout of the department • Equipment required in the department • Organization of the department • Staffing pattern of the department • Job description of the employees of the front office department • Qualities of a good front office representative
III	<ul style="list-style-type: none"> • Managing front office-patient admission, telephone etiquette, cash and bill section • Qualities of a good telephone operator • Reception activities-importance of reception, attributes of a good reception
IV	<ul style="list-style-type: none"> • Role of the front office in interdepartmental communication • Time Motion Study
V	<ul style="list-style-type: none"> • Team work in front office-team building, importance of team building in hospitals, characteristics of effective team • Problem areas of the department

Book Reference:

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
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PAPER NAME: DISASTER MANAGEMENT
PAPER CODE: BHM(N)-602 G
CONTACT: 3L + 1T
CREDIT POINT :4

Module	Topic
I	Concept and basics of disaster Management and mass casualties Management. Types of disaster: Natural & Manmade disasters
II	Disaster and disaster preparedness plan – Definition, Disaster preparedness plan, Needs for disaster planning, Assessment of Disaster Preparedness
III	Changing concept of disaster management, Recent trends and advancement in disaster management
IV	Hospital Disaster plans - essentials for effective implementation , objectives of a hospital disaster plan, Principles, Essential requisites. A suggested model on Hospital Disaster plan, Triage.
V	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

Book references:

1. Preventive and Social Medicine by K. Park
2. Disaster Management by Dr. S Arulsamy

****Mapping of Online courses only for 6th Semester BBA (Hospital Management)**

SL No.	Course name	year	provider	duration	credit	University
1	Introduction to PR	3rd	Coursera	4 weeks	1	National University of Singapore
2	Take the Lead on Healthcare Quality Improvement	3 rd	Coursera	6 weeks	2	Case Western Reserve University
3	Diploma in Human Health, Diet and Nutrition	3rd	Alison		2	Alison
5	Diploma in Human Nutrition	<u>3rd</u>	Alison		<u>2</u>	Alison
6	Disaster Preparedness	3rd	coursera	7 weeks	2	University of Pittsburgh
7	Innovating in health care	3rd	edx	9 weeks	3	Harvard University
8	Improving global health: focusing on quality and safety	3 rd	edx	8 weeks	3	Harvard university

Online courses for Hospital Management

SL No.	Course name	Year	Provider	Duration	Credit	University
1	Speaking effectively	1st	NPTEL	8 weeks	3	IIT Kharagpur
2	Essential Statistics using Excel	1st	EdX	Self paced	4	Microsoft
3	Soft skills	1 st	NPTEL	12 weeks	4	NPTEL
4	Developing soft skills & personality	1st	NPTEL	8 weeks	3	IIT Kanpur
5	Service marketing a practical approach	1 st	NPTEL	4 weeks	1	NPTEL
6	Write professional email in English	1st	Georgia Institute of Technology	5 weeks	1	NPTEL
7	Presentation skills: designing presentation & designing slides	1st	Coursera	4 weeks	1	Tomsk State University
8	Health for All Through Primary Health Care	1 st	Coursera	5 weeks	1	Johns Hopkins University
10	Health Research Fundamental	2 nd		8 weeks	3	NPTEL
11	Economics of Health and Health Care	2nd	Swayam	8 weeks	3	IIT-Kanpur
12	Ecology : Ecosystem Dynamics & conservation	2 nd	Coursera	5 weeks	1	American Museum of natural history , Howard Hughes medical institute
13	A life of happiness & fulfillment	2 nd	Coursera	6 weeks	2	Indian School of Business
14	Ethics	2 nd	NPTEL	12 weeks	4	

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15	Epidemiology: The Basic Science of Public Health	2 nd	Coursera	5.5 hrs	1	The University of North Carolina at Chapel Hill
16	Statistical Reasoning for Public Health 1: Estimation ,Inference & Interpretation	2 nd	Coursera	8 weeks	3	Johns Hopkins University
17	Epidemiology in Public Health Practice	2 nd	Coursera	4 weeks	1	John Hopkins University
18	Marketing in a Digital World	3 rd	Coursera	4 weeks	1	University of Illinois
19	Introduction to psychology	3 rd	Coursera	18.5 hours	3	University of Toronto
19	Psychology at work	3 rd	coursera	6 weeks	2	University of Western Australia
20	Leading Health care quality & safety	3 rd	coursera	5 weeks	1	George Washinton University
21	Healthcare Innovation and Entrepreneurship	3 rd	Coursera	6 weeks	2	Duke university
22	Take the Lead on Healthcare Quality Improvement	3 rd	Coursera	6 weeks	2	Case Western Reserve University
23	Leading Healthcare Quality and Safety	3 rd	Coursera	5 weeks	1	The George Washington University
24	Patient Safety and Quality Improvement: Developing a Systems View (Patient Safety I)	3 rd	Coursera	4 weeks	1	Johns Hopkins University
25	Health Care Innovation	3 rd	Coursera	4 weeks	1	University of Pennsylvania
