COURSE STRUCTURE FOR HOSPITAL MGMT.

FIRST SEMESTER

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<th>SL. NO.</th>
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<tr>
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<td>BHM-101</td>
<td>Principles of Management</td>
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<td>BHM-102</td>
<td>English Language &amp; Communication</td>
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<td>BHM-103</td>
<td>Medical Terminology -I</td>
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<td>BHM-104</td>
<td>Accounts</td>
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<td>Hospital &amp; Health System -I (History &amp; Evolution)</td>
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<tbody>
<tr>
<td>1 BHM-191</td>
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| **Total of Semester** |          |                                        | **29** |   |   | **26** |         |
## COURSE STRUCTURE FOR HOSPITAL MGMT

### SECOND SEMESTER

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<td>Hospital Operation Management I</td>
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<td>Bio-Statistics- I</td>
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<td>Medical Terminology II</td>
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<td>Marketing Management</td>
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<td>Hospital &amp; health system-II (History &amp; Evolution)</td>
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Total of Sessional 9 6

| Total of Semester | 29 | 26 |
## COURSE STRUCTURE FOR HOSPITAL MGMT

### THIRD SEMESTER

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<td>Hospital Operations Management- II</td>
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<td>Bio-statistics-II</td>
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<td>BHM-303</td>
<td>Health Economics</td>
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<td>BHM-305</td>
<td>Inventory Control &amp; Purchase Management</td>
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## Fourth Semester

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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.


English Language & Communications

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

Role Playing.
Group Discussion

Medical Terminology-I

Paper Code: BHM-103
Contacts: 3L + 1T
Credits: 4

i. Introduction to medical terminology
ii. Word formation & syntax
   a) Greek alphabet
   b) Greek & Latin prepositional & adverbial prefixes
   c) Singular & plural endings

iii. Commonly used prefixes in medical terminology
iv. Commonly used suffixes in medical terminology
v. Commonly used root words in medical terminology
vi. Common Latin term used in prescription writing
vii. Study of standard abbreviations
viii. Commonly used medical terms to define different parts of the body

Accounts

Code: BHM-104
Contacts: 3L + 1T
Credits: 4

Financial Accounting: An Overview
Accounting Postulates, concepts and principles
Accounting Mechanics – Journals
Accounting Mechanics – Ledger Posting and Trial Balance
Preparation of Financial Statements: Profit & Loss A/C.
Preparation of Financial Statements: Balance Sheet
Basic cost concepts, Cost Determination Process
Costing for materials, labour and overheads.
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, grown 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.

Second Semester

Medical Terminology-II

i. Medical terminology used by Cardiologist  
ii. Medical terminology used by Neurologist  
iii. Medical terminology used by Nephrologist  
iv. Medical terminology used by Gastro-intestinologist  
v. Medical terminology used by ENT surgeon  
vi. Medical terminology used by Dentist  
vii. Medical terminology used by Orthopedic surgeon  
viii. Medical terminology used by Gynecologist  
ix. Medical terminology used by Oncologist  
x. Medical terminology used by Dermatologist  
xi. Medical terminology used by Endocrinologist

Text:
Paramedics-Six in One, Jaypee Brothers
Hospital & Health System –II (History & Evolution)

Paper Code: BHM-205
Contacts: 3L + 1T
Credits: 4

The reforms of Healthcare System- the healthcare system in US/UK & Canada
The healthcare system in China, SriLanka, India. The future of Healthcare System-Canadian
lessons in Healthcare reforms.
Future of Healthcare System
International Health under United Nations- History & Evolutions.
Health manpower planning & distribution. Economics of Health manpower planning & political
process. Evaluating health Systems. Role of hospitals in Primary health Care. Administration of
rural hospitals.
Health Programmes in India.
Managerial process in National Health Development.
Cost benefit analysis in health field.
Text:

BHM- 204
Marketing Management
Contacts: 3L + 1T
Credits: 4

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.
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.
Books:
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 Operation Management I
Code: BHM 201
Contacts: 3L+1T
Credits: 4
Epidemiological basis for healthcare management.
Management development-towards development of professional management of Indian Hospitals.
Management of Indian Hospitals- challenges & strategies.
Modern Techniques of hospital management.
Operation concept- use of models.
Health services research & formalized managerial methods.
Text:

Bio-Statistics I
Code: BHM-202
Contacts: 3L+1T
Credits: 4
Statistics & Samples.
Measures of Central tendency- mean, median & mode.
Measures of Dispersion or variability- range, standard deviation
The Normal Distribution-its characteristics. Best Fitting Normal Distribution.
Student’s ‘t’ distribution.
Data Collection for Vital Statistics:-
   a) Birth
   b) Deaths
   c) Fetal Deaths

Text:
1. A Short Text Book of Medical Statistics-Hill A.B, 10th Ed, ELBS
2. Elementary Statistics for Medical Workers, Indevir Singh, Jaypee Brothers
3. Element of Health Statistics-Rao NSN
Note

1. BHM-101 (Principles of Management) is same as BBA-101
2. BHM-102 (English Language & Communication) is same as BBA-102
3. BHM-104 (Accounts) is same as BBA –103 (Business Accounting)
4. BHM-191 (Language Laboratory) is same as BBH-192
5. BHM 192 (Computing Laboratory) is same as BBC- 195

Hospital Management
Syllabus of Third Semester

BHM – 301
Hospital Operations Management-II

Hospital Planning
- 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.

Organization of the hospital
- Management structure
  Types of hospitals, Governing body, Hospital committee and hospital functionaries
- Duties and responsibilities of various positions

Hospital Operational management
  Management of Quality Assured services of professional service units of hospital.
Function, location, flow chart of operation, design based on flow chart, organization, physical facilities and space requirements, statutory requirements, special features, problem situation, Staff requirement, Auxiliary requirements, Work load estimation, Documentation, Equipment & supplies.

Emergency services.

**Outpatient & In patient services in the following fields**
*(Basic knowledge only):*

- Radiotherapy
- Nuclear medicine
- Surgical units and OT
- Medical units
- G & Obs.units & LR
- Paediatric, neonatal units
- Critical care units
- Physical medicine & Rehabilitation
- Skin
- Eye
- ENT
- Neurology
- Dental
- Gastroenterology
- Endoscopy
- Pulmonology
- Cardiology, Cath lab
- Nephrology & Dialysis
- Urology
- Orthopedics
- Transplant units
- Burn Unit

**Disaster and mass casualty management**

Classification of disasters, Principle of disaster management plan.
Plan for disaster management, Specific problems of disaster management.

**Text:**
1. Principles of Hospital Administration & Planning: B.M.Sakharkar
2. Park’s textbook of Preventive & Social medicine
3. Management of Hospitals: S.L.Goel, R.Kumar
4. Hospital & Health Services administration-Principles & practices, Tabish, OUP

**BHM - 302**

**Bio-statistics -II (Basic Medical Statistics and Health Information)**

**Health Information:**
Data & Information, Health Information System- components, uses, source
Basic Descriptive methods,
Distribution table, Frequency distribution, Presentation of statistical data,
Measure of central tendency and location, Measures of dispersion

**Probability:**
Decision analysis, Normal distribution, ‘t’ distribution
Sampling variation and Bias, method of sampling, sampling & non sampling errors. Test of significance, Standard errors, Chi- Square test, Correlation & Regression

**Text:**
1. Park’s textbook of Preventive & Social medicine
2. Statistical Methods in the Biological & Health Science: J.Susan Milton (McGraw-
3. An Introduction to Biostatistics, a manual for students in health sciences:
P.S.S. Sunder Rao: J. Richard

**BHM – 304**

**Medical record Science-I**

Definition and Types of medical record, Importance of medical record, Flow chart of function, Statutory requirements of maintenance, coding, indexing and filing, Computerization of record, Report and returns by the record department, Statistical information and ICD.

**Text:**

1. Principles of Hospital Administration & Planning: B.M.Sakharkar (Jaypee)
2. Hospital Administration: C.M.Francis (Jaypee)

**BHM-303**

**Health Economics**

**1. 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.

**2. 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.

3. 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.

4. Health Care Budget: purpose, types & practices in Indian context.
BHM-305
Inventory Control & Purchase Management

1. Inventory Control & Purchase Management—meaning & significance

2. Purchasing & procurement:
   Principles of sourcing, purchase methods & procedures, legal aspects of purchasing.
   Import substitution

5. Distribution management (logistics Management)—distribution of materials to various departments & auxiliary services.
6. Exceptional management needs in Healthcare Units: Mgmt. of Blood Bank, Donated Organs, Morgues, Dispensaries.

7. Contract Administration:

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Epidemiology & Analysis of Health Information Data [BHM-401]

1> Concept of disease—
   Natural History
   Level of prevention
   Rehabilitation

2> Concept of Epidemiology--
   Definition and concept
   Types of uses
   Incidence and prevalence

3> Communicable and non-communicable diseases-
   a) Communicable Diseases--
      Influenza
      Food poisoning
      Filaria
      Plague
      Tetanus

   b) Non-Communicable Diseases-- Diabetes
Hospital Management

Stroke
Alcoholism
Smoking
Rheumatic Heart Diseases

4> Epidemiological studies
   -- Epidemic, Endemic, Pandemic, Sporadic
   -- Investigation of an epidemic

5> Mortality, Morbidity, IMR, MMR.

6> Preventive measures for disease outbreak
   -- Vaccination, Immunisation, Surveillance, Monitoring

7> Transmission of Disease — Vehicles of transmission

8> Observational, Analytical & Experimental Studies

Texts:
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 & Utility Services — I [BHM-402]

- Meaning, Importance and integration
- 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)
West Bengal University of Technology
BF-142, Salt Lake City, Kolkata-700064
PH:-033-2321-8771/1327/1345/7578
Hospital Management

- Disposal of Medical Waste
- Security Services
- Maintenance Services
- Office Administration
- Hospital Information System and Computer Application

References:
Texts:
1. Hospital Administration — Tabish (O.U.P.).
2. Principles of Hospital Administration & Planning — B.M. Sakharkar, Jaypee Brothers

Environment & Ecology (BHM-403)

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.
Legislation vs. Social obligation of Hospitals. Role of NGO’s like green peace in Environmental protection.

Ecology

Air Pollution and Control

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. Standards and control in relation to the effect of legislation by Central and State Boards for prevention and control of Water Pollution.

Land Pollution
Brief understanding of lithosphere, pollutants (municipal, industrial, commercial, agricultural, hospital, hazardous solid waste); their original effects, collection and disposal of solid waste, recovery & conversion methods in relation to an hospital enterprise with discussion about the financial implication.
Noise Pollution:
Sources, effects, standards & control

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, Sithamparanathan, Scitech

Medical Record Science-II (BHM-404)
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.

Texts:
1. Hospital Administration — Tabish (O.U.P.).
2. Principles of Hospital Administration & Planning — B.M. Sakharkar, Jaypee Brothers
   6. Medical Records, G.D. Mogli, Jaypee Brothers

Management Information System (BHM – 405)
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), 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.

Books:
1. Management Information Systems, O’Brien, TMH
2. Management Information Systems, Arora & Bhatia, EXCEL BOOKS
BHM (5th Semester)
Name of the Subject: Quality in Health Care.
Course Code: BHM-501

Course Structure:

- Techniques of Quality Management: Improving Hospital Performance – Patient Participation – Quality Health Care through Patience Satisfaction – Conceptual model of potential Contribution in quality in the health care system.
- Outcome Management and Total Quality: Background of Quality outcome – What is quality outcome and what is outcome – Management?

Books:

2. Quality Improvement in Health Care, 2nd Ed, Nelson Thrones

BHM (5th Semester)
Name of the Subject: Support and Utility Service
Course Code: BHM-502

Course Structure:

- Mortuary Services

Medical Records


Pharmacy Services


Fire Hazards and Fire Manual Guideline


Integrated Hospital and Patient Care


Disaster Management


Reference Books:

1. Hospital and Health Services Administration – Principals and Practice – Syed Amin Tabish – Oxford University Press.


3. Management in Health Care, Nelson Thrones

Course Structure:


- Legal Aspect and Consumers Protection Act:


- W.B Clinical Establishment Act 2000:-


- Shops and Establishment Act:-

References Books:
1> Kapoor, N.D; 2004: Mercantile Law – Sultan Chand & Sons: New Delhi(Chapter 1-5)
2> Kuchhel, M.c, 2003, Marcentile Law; Vikas Publishing Private Ltd. New Delhi (chapter 1-5)
3> Pathak, Legal Aspect of Business, TMH
6> Law & Ethics in Nursing & Health Care, Nelson Thrones

Course Structure:

Hospital Management

- 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.
- Accounting for Non- Profit Seeking Concern – Hospital Accountings and Hospital Costing.
- Sources of Short term and long term finance.

Reference Books:
1> Taxman’s Financial Management by Ravi M. Kishore.
2> Advance Financial Management by Dr. S. N. Maheswar.
3> Financial Management,Khan & Jain,TMH
4> Financial Management,Gupta,Pearson Education
5> Finance for Non-Finance Manager,B.K. Chatterjee, Jaico

BHM (5th Semester)
Name of the Subject: Human Resource Management
Course Code: BHM-505

Course Structure:
- 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
- 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 Hospitals.
• Trade Union-concept,impact on functioning of an organization,role of Trade Union in Hospital functioning.

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

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Paper Code: BHM-601  Paper Name: Public Relations

1. PR- Definition, PR & Advertising, PR & Propaganda
2. History of PR:
   • PR- as a management function
   • PR- principles, planning, implementation

3. PRO- qualities of PRO, Functions
4. PR in Hospitals:
   • Organization
   • Role
   • Implementation Mechanism

5. Importance of PR in Hospital Environment Management:
   • Media
   • Government
   • Patients & Their Relations
   • Employee Relations
   • Political Parties

6. PR in Crisis Management, Event Management in Hospitals
7. PR Counselling, PR- Agencies
8. Ethics in PR, PR Laws
9. Emerging Trends in PR
**West Bengal University of Technology**  
BF-142, Salt Lake City, Kolkata-700064  
PH:-033-2321-8771/1327/1345/7578  
**Hospital Management**

**Paper Name: Organizational Behaviour**  
**Paper Code: BHM-603**

- 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
- Interpersonal Behaviour: Nature of Interpersonal Behaviour, Transactional Analysis, Johari Window, Benefits and uses of TA.
- 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.

**BHM-602**  
**Medical Ethics**

Definition of ethics.  
Ethical Principles & rules: core concepts.  
Law & ethics-a comparison.  
Law in relation to medical profession-Indian medical degree.  
Act 1916, 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.

**Elective-I**  
**Occupational Health**
BHM-604A

Occupational environment-man & physical, chemical & biological agents.
Occupational hazards-physical, chemical, mechanical, psychological hazards.
Occupational diseases.
Accidents & injury.
Radiation hazards.
Control of hazards in industries.
Indian Factories Act 1948
ESI Act 1948.
Workman’s Compensation Act 1952.

Books:
Park & Park-Preventative & Social Medicine.

Geriatrics
BHM-604B

Definition of Geriatrics & gerontology.
Concept of aging –cellular aging, tissue organ aging, individual aging.
Aging population.
Demographic trends-past, present & future.
The preservation & control of the disabilities of the aging.
Routine health examination of the elderly population.
Economic & social implications of aging population.
Retirement & occupation.

Books:

Nutrition
BHM-604C

Elements of Physical Nutrition –cell & human physiology.
Human Nutrition-Functional anatomy, Nutritional Physiology & Biochemistry.
Requirements of: adults, children, pregnant women.
Food-the source of energy: carbohydrates, Monosaccarides, Disaccarides, Polisaccarides.
Enzymes, digestion.
Nutritional requirements: carbohydrates, Fat, Minerals.
Malnutrition: classification & control.
Obesity & its control.
Nutritional factors in disease.
Iron deficiency.
National programmes on diet & nutrition.

Cardiovascular diseases
BHM-604D

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