

UNIVERSITY OF ENGINEERING AND MANAGEMENT

SCHOOL OF MANAGEMENT STUDIES

MBA [Hospital and Healthcare Management]: Batch 2025 -27

List of subjects, credit points and paper codes

Paper Title	Paper Code	Credit Points	Theory(T)/ Practical(P)
SEMESTER -I			
Basics of Management	MBAHHM-101	4	T
Organizational Behavior	MBAHHM-102	4	T
Financial Management & Accounting in Healthcare Industry	MBAHHM-103	4	T
Health Economics and Administration	MBAHHM-104	4	T
Healthcare Marketing Management	MBAHHM-105	4	T
Hospital Setup and Administration	MBAHHM-106	2	T
Managerial Communication and Personality Development	MBAHHM-107	2	T
SEMESTER-II			
HIS and Healthcare Data Analytics	MBAHHM-201	4	T
Research Methodology	MBAHHM-202	4	T
Hospital Operations Management	MBAHHM-203	4	T
Epidemiology	MBAHHM-204	2	T
Public Health Management	MBAHHM-205	2	T
Human Resource Management	MBAHHM-206	4	T
SEMESTER -III			
Strategic Management	MBAHHM-301	4	T
Quality Management for Hospital	MBAHHM-302	4	T
Supply Chain Management	MBAHHM-303	4	T
Hospital Services Management	MBAHHM-304	4	T
Healthcare Legal Aspects	MBAHHM-305	4	T
Branding and Digital Marketing	MBAHHM-306	2	T
Summer Internship Project	MBAHHM-307	4	P
SEMESTER -IV			
Industry Research Project	MBAHHM-401	18	P
Total Credits		88	

Course Outcomes: CO-1: The students get in depth knowledge of management concepts and principles like planning, organizing, coordination, and decision-making. CO-2: The students understand details about planning and organizing and develop the decision-making ability of the students can escalate through various role-play and case study base teaching pattern. CO-3: The students will learn different concepts of motivation and leadership.	

Theory syllabus

[illegible]

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – I SEMESTER SYLLABUS

	Maintenance Versus Crisis Management	
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Reference Books

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| <ul style="list-style-type: none">• Heinz Weihrich and Harold Koontz, Management – A Global Perspective, Tata McGraw- Hill Publishing Company Limited, 2000• James A.F. Stoner, R. Edward Freedom And Daniel R. Gilbert - 'Management', Prentice Hill Inc., New Jersey, 2002• Ramasamy.T. - Principles Of Management, Himalaya Publishing House, New Delhi, 2000• Reddy, Tripathi & Appannaih - Essentials Of Management, Himalaya Publishing, 2000• Robins, S.P., 'Management', Englewood Cliffs, Prentice Hall Inc., New Jersey, 2004 |
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Course Outcomes: CO-1: The students learn about role of the individual behaviour in an organisation and how personality, perception, values, emotions & attitude of individual affect the overall organizational behaviour CO-2: The students learn about role of the group behaviour in an organisation and how groups, teams affect the OB CO-3: The students will come to know how to manage stress, conflicts, organizational culture, change management etc.

Theory syllabus	
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Unit	Content	Hrs
1	Introduction to Organization Behaviour and its importance in Healthcare and Hospital Industry Individual Behaviour: Personality: Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Perception: Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others; Values, Attitudes and Emotions: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on Emotional Intelligence, Learning and its Applications in Organizations.	30
2	Group Behaviour: Group: Foundations – Group Process, Group Tasks, Types, Stages of Group Formation and Group Process, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizations, Group Development Team: Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, designing a Team –Team Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams Politics: Introduction, Causes and Consequences Conflict Management – Concept, Process, Case incidents Negotiation: Strategies and Process Organizational Culture: Concept, Creating and Sustaining Culture Stress Management: Concept, Sources and Consequences Change Management: Fundamentals of Change and Approaches	30

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| 1 | Aswathappa K., 'Organisational Behaviour', Himalaya Publishing House, New Delhi, 2005. |
| 2 | Fred Luthans-'Organisational Behavior', McGraw Hill Publishing Company, New York, 2005. |
| 3 | Sharma.R.A - Organisational Theory & Behaviour, Tata McGraw-Hill, New Delhi, 2004. |
| 4 | Uma Sekaran - Organisational Behaviour Text & Cases, Tata McGraw Hill Public Company Ltd., New Delhi, |

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – I SEMESTER SYLLABUS

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA		Branch/Spec.		Hospital and Healthcare Management				
Semester	I				Version		1.0.0.0		
Effective from Academic Year			2025-2026		Effective for the batch Admitted in			July 2025	
Subject code	MBAHHM-103		Subject Name		FINANCIAL MANAGEMENT AND ACCOUNTING FOR HEALTHCARE INDUSTRY				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	30	70	100
Hours	4				60	Practical			

Course Outcomes:

CO-1: The course is intended to provide an in-depth knowledge about the sources of funds and its effective utilization to achieve a better quality of health care services within a reasonable cost.

CO-2: To learn the management of working capital in healthcare industry

CO-3: To learn about making the financial decision related to business and investment

CO-4: To understand the financial statement in depth and learn to analyze it for decision making

CO-5: The students shall be able to learn to analyze and interpret various financial statements.

CO-6: The topic helps the students to acquaint themselves with the basic concepts of cost and management accounting and the practical applications in decision making, supervision, management and control of a health system.

CO7: To familiarize the students with the concepts, principles and techniques of financial, cost and management accounting branches and their application in managerial decision making in Hospitals

Theory syllabus

Unit	Content	Hrs
1	Basic Financial Management Concept with respect to Healthcare Industry. Investment decision: Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting, Leverage analysis-financing, operating and combined leverage and its implications; EBIT-EPS analysis. Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance Working Capital Management: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement. Working Capital Management: Management of cash, inventory and receivables. Working Capital Financing: Sources of short-term financing, Role of commercial bank in working capital management	20
2	Understanding and Analysis of Financial Statement: Corporate financial statements: Corporate Balance sheet, corporate profit and loss account, understanding and constructing corporate cash flow and Fund Flow statement, Understanding the financial reports- Auditors report and Director's report, corporate governance report.	15
3	Cost Accounting in Healthcare: Objectives, Introduction, Methods of Classifying Costs	

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – I SEMESTER SYLLABUS

	Methods of Allocating Costs, Methods of Assembling Costs, Differential Cost Analysis Methods of Determining Product Costs, Job-Order Costing, Activity-Based Costing, Relationship of Costs to Volume and Revenue, Breakeven Analysis, depreciation, costing of Healthcare services, Hospital Budget-Planning, Forecast, Sub-Allotment and Utilization, Accounting Record and Audit, Capital Budgeting	15
4	The Third-Party-Payer System, Insurance Concepts, Generic Reimbursement Methods, Major Health Insurers (Third-Party Payers) Introduction to insurance – History of Insurance – Principles of Insurance – Types of insurance Theory and Principles of Health Insurance: Understanding of Health Insurance - History of Health Insurance Fundamental Principles and Values of Health Insurance – Key Terms used in Health Insurance. Types of Health Insurance and its Framework: Basic Features of Health Insurance Design –Challenges or Health Insurance Industry – Health Insurance; Indian Scenario. Reinsurance and Health Insurance: Reinsurance – Role of Reinsurance - Need for Reinsurance – Risk Sharing. Role of Third-Party Administrator: Third party Administrator (TPA) – Origin - Understanding of the Relations between an Insurer and a TPA, Roles of TPA. Generic Reimbursement Methods, Major Health Insurers (Third-Party Payers) Claim Management: Claim settlement in health insurance, general guidelines for settlement of claims, Claims Management Provider Contracting – Role of Payment Mechanisms, Medicaclaim Role of the Regulator: RDA – Origin and its Role – Ombudsmen – Grievance Redressal Mechanism- Legal issues Financial Aspects of Insurance Companies: Financial objective of an insurance Company, performance measurement of insurance company, ALM, Ratio analysis of insurance company, Risk and Return trade off, valuation of assets and liabilities, technical provision, Risk Margin	10
Reference Books		
1	Michael Nawicki, Introduction to the Financial Management of Health care Organizations, Aupha, Health Administration Press, Chicago, Illinois	
2	Louis. C. Gapenski, Understanding healthcare Financial Management, Aupha, Health Administration Press, Chicago, Illinois	
3	Pandey I M- Financial Management (Vikas, Latest Edition).	
4	Van Horne- Financial Management and Policy (Pearson Education, 12 edition) 2003.	
5	Khan and Jain- Financial Management, Text, Problems & Cases (Tata McGraw-Hill, Latest Edition)	
6	Prasanna Chandra- Financial Management: Theory and Practice (TMH), Latest Edition.	
7	Ambrish Gupta – Financial Accounting for Management: An Analytical Perspective (Pearson Education, 4th Edition 2009	
8	Cost Accounting, A Managerial Emphasis; 14th Edition; by Horngren, Foster and Datar	
9	N Ramchandran, Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw Hill	
10	Health Insurance Sector in India: by T. Mahendran, Abhijeet Publications (2008).	
11	Health Insurance: Basics Benefits and Claims: by R K Reddy	
12	Life & Health Insurance: by Black, Pearson Education Pte Ltd (2008)	
13		

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR

FACULTY OF MANAGEMENT STUDIES

Programme	MBA	Branch/Spec.	Hospital and Healthcare Management						
Semester	I					Version	1.0.0.0		
Effective from Academic Year		2025-2026		Effective for the batch Admitted in			July 2025		
Subject code	MBAHHM-104		Subject Name			HEALTH ECONOMICS AND ADMINISTRATION			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	30	70	100
Hours	4				60	Practical			

Course Outcomes:

CO- 1: Student will learn healthcare system in Indian context

CO -2: Student will be able to understand health economics and basic economic concepts applicable in healthcare sector.

CO- 3: Student will understand different health programs run by government and international organization, its benefits and alignment with operational aspects

Theory syllabus	
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Unit	Content	Hrs
1	Healthcare System in India - Review of Reports on Health Care: Bhore Committee; Mudaliar Committee; Jain Committee; Chadha Committee; Kartar Singh Committee, Srivastava Committee; Bajaj Committee, Rao committee; Committee on planned projects (COPP), Health Care Delivery System in India—Primary/secondary/tertiary care; Indigenous systems of medical care; Regionalization – Organization and Functioning. Development and Organization of Health services in India (Central, State, Defense, Railway and Other public sector undertakings and Voluntary health agencies).	25
2	Economics foundation concepts and Understanding Health Economics: Scope & coverage of Health Economics, Concept of Demand and Supply of Healthcare services, factors influencing demand and supply of healthcare services, Relationship between Economic Development and Health environment	10
3	Health Policy and Environment: National Health Mission and its provisions, Various program and schemes for Healthcare run by Central and State governments in India, NITI Aayog / Five year plans with special reference to Health Plans, Foreign Direct Investment Policy in healthcare sector, Health Policy of Government of India and recent reforms, Global health benefit programs run by International agency like WHO and UNICEF and its benefit to India, global healthcare product/service exchange programs suggested by WHO and United Nations, Rehabilitation, IEC and Community Participation, Health Education	25

Reference Books

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|---|---|
| 1 | Health Economics for Hospital Management- ShuvenduBikashDutta- Jaypee Brothers Publication. |
| 2 | Health Economics- N.K Anand and S Goyel, Gupta M C, Chen L C & Krishnan T N. 1996. |

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – I SEMESTER SYLLABUS

3	Health Poverty and Development in India.Oxford University Press: Bombay, White K. 2006.The Sage
4	Dictionary of Health and Society. Sage Publications: New Delhi, Kumar R. 1998.
5	Medicine and the British Raj, Sage Publications: New Delhi, Goel S L. 2001.
6	Health Care System and Management: Primary Health Care management. Deep & Deep Publications: New Delhi
