

UNIVERSITY OF ENGINEERING AND MANAGEMENT

SCHOOL OF MANAGEMENT STUDIES

MBA [Hospital and Healthcare Management]: Batch 2026 -28

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	

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
DEPARTMENT OF MANAGEMENT STUDIES									
Programme	MBA					Branch/Spec.	Hospital and Healthcare Management		
Semester	I					Version	1.0.0.0		
Effective from Academic Year				2026-2027		Effective for the batch Admitted in			July 2026
Subject code		MBAHHM-101		Subject Name			Basics of Management		
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 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

Unit	Content	Hrs
1	Management: Basic concepts of Management and Manager, Terminology, Definitions, History and Evolution of Management Thoughts: Early, Classical, Behavioural approach, Quantitative approach, Contemporary approach, Principles of Management and their application in Hospital Industry, Managerial Functions, Skill, Task, Role & Responsibilities of Manager, Management Versus Administration, Levels of Management, Contemporary Issues in Hospital Management Social responsibility of management & Ethics in Hospital Management	22
2	Planning: Nature, Purpose, Types, Process, Tools & Techniques Objectives: concepts and types of Objectives, MBO, MBE, MBWA, Policies, Procedures Strategies: Meaning of Strategies, Basics of Strategic planning Corporate level, Business Unit level and Functional level strategies, Mc Kinsey's 7-S approach Decision Making: Approaches, Decision Making under Certainty, Uncertainty and Risk, Group Decision Making, Guidelines. Organising: Components, Importance, Process, Principles, Strategic organizing designs, concepts and types of Departmentalization, Span of management & Decentralisation, Sources and Types of Power, Delegation of Authority, Line and staff authority Coordination: Need & importance, types, principles, techniques Staffing: Concept, Importance in the Organization, Introduction to HR Management	22
3	Motivation: Elements, Importance, Methods, Morale, Theories: Incentive theory, Mc Clelland's need theory, Competence theory, Expectancy theory, Maslow's hierarchy of need theory, Herzberg two factor theory Leading and Leadership: Introduction, Theories, Characteristics of Leading, Importance of Leading, Functions of Leading, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership. Direction: Supervision, Span of supervision, Graicuna's theory of span of management. Controlling: Significance and Process, Critical Control Points, Control as a feedback system, Prerequisites of Effective Control, Control Techniques, IT Enabled 'Controls' and its Challenges,	16

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – I SEMESTER SYLLABUS

	Maintenance Versus Crisis Management	
Reference Books		
• Heinz Wehrich 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		

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			2026-2027		Effective for the batch Admitted in			July 2026	
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)	
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MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – I SEMESTER SYLLABUS

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
