

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	

MBA [HOSPITAL & HEALTHCARE MANAGEMENT]-II SEMESTER SYLLABUS

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR

SCHOOL OF MANAGEMENT STUDIES

Programme	MBA	Branch/Spec.	Hospital and Healthcare Management
Semester	II	Version	1.0.0.0
Effective from Academic Year	2025-2026	Effective for the batch Admitted in	July 2025
Subject code	MBAHHM-201	Subject Name	HIS and Healthcare Data Analytics
Teaching scheme			
(Per week)	Lecture (DT)	Practical (Lab.)	Total
	L TU	P TW	
Credit	4		4
Hours	4		60

Examination scheme (Marks)			
	CE	SEE	Total
Theory	30	70	100
Practical			

Course Outcomes:

CO-1: To get a basic understanding of Hospital Information System

CO-2: To develop a detailed understanding of hospital information system and information technology

CO-3: To help acquainting the administrative and clinical information system

CO-4: To understand legal aspects of medical records

Theory syllabus

Unit	Content	Hrs
1	Introduction to Analytics: Data Driven Decision Making, Descriptive Analytics, Prescriptive Analytics, Predictive Analytics, Big Data Analytics, Web and Social Media Analytics, Basics Artificial Intelligence and role of AI in Healthcare	10
2	Computerization in Hospitals, advantages of computerized system, database interface, IT Components of HIS and various software available in the healthcare market, ERP SAP in hospitals: Use, Functioning and Process Hospital information system: Data generated for HIS: Functions, Benefits and applications of HIS, HIS components, various performance Indicators, HIS model and data movement. HIS modules: Approaches to hospital information system: Patient based, Functional organization based, User department based, Clinical information system: Medical Record, Nursing Info system, Appointment scheduling, Dissemination of diagnostic information, Registration, General Administration & productivity. Various HIS Modules for Clinicians Access, Nursing Access, In-patient Module, Registration Module, Diagnostic services Module, Dietetics Module, OT Module and Accident & Emergency Module etc. Information Technology: Telemedicine, Telemedicine network in India, and Strengths & Opportunities for Telemedicine in India, knowledge management, information Technology integration, LAN, WAN, SPSS, LIS, RIS, PACS	20
3	Role of medical records in health care delivery – general medical records standards and policies Concept of Telemedicine and its evolution, Legal Aspects of Medical Records –Medical Audit Computerization of Medical Records – Information Needs in the Hospital – sources of Health Information – Uses of Health and Hospital Data	20

Reference Books

- Davis,G.B. and M.H.Oslon,Managent Information Systems
- Health Management Information System, Jack Smith, Open University Publication, U.K
- Management Information System, James A. O'Brien, Tata Mc-graw Hill

MBA [HOSPITAL & HEALTHCARE MANAGEMENT]-II SEMESTER SYLLABUS

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
SCHOOL OF MANAGEMENT STUDIES									
Programme	MBA				Branch/Spec.		Hospital and Healthcare Management		
Semester	II					Version			1.0.0.0
Effective from Academic Year			2025-2026			Effective for the batch Admitted in		July 2025	
Subject code	MBAHHM-202		Subject Name			Research Methodology			
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: To acquaint the students with basic statistics

CO-2: To learn concept of business research and its application

CO-3: Focuses on developing skills in structuring the research

CO-4: To understand statistical techniques-Parametric for developing executable solution

CO-5: To understand statistical techniques-non-parametric for developing executable solution

CO-6: To conduct problem-solving research related to healthcare and hospital sector and prepare research report

Theory syllabus

Unit	Content	Hrs.
1	Basic Statistical Methods: Measures of Central tendency: Mean Median, Mode and Dispersion: Range, Inter Quartiles, Standard Deviation, and Coefficient of Variation. Theory of Probability – Definition and Rules of Probability, Baye's Theorem; Probability Distribution – Discrete distribution – (Binomial and Poisson), Continuous distribution – (Normal & Exponential), Decision Tree Analysis	10
2	Concept of business research and its applications in the various functions of management, Types of research-Basic and Applied Research, Ontology and Epistemology of business research, Quantitative Vs Qualitative research, Types of business problems encountered by the research, Problems and precautions to the researcher in India, Characteristics of good research, ethics in research, Research problem definition and developing its approach, Value of Research Questions, Development of Research Questions and Hypotheses, Steps involved in research process	9
3	Research design: Exploratory Research Design - Secondary data and Qualitative research, Descriptive Research Design, Causal research design; Research design Comparison; Data Collection; Measurement and Scaling; Scale Evaluation; Questionnaire Design; Research Methods: Structured Interview/Self-completion questionnaire, Structured Observation V. Ethnography; Sampling Methods – Probabilistic & Non Probabilistic Sampling; Sample Design & Procedures Error: Sampling and Non-Sampling Error; Sources of Error	13
4	Parametric Tests: Estimation: Confidence interval and sample size determination. Hypothesis testing: process, type I and type II error, power of test. Data analysis: Univariate, Bivariate and Multivariate Test for means: Z-test, student's t-test: one sample test; two independent sample test and two dependent sample tests (paired sample test). Test for proportions: one sample and two sample test.	12
5	Non-parametric test: Chi-square Test: Test of association, Goodness of fit, Strength of association, Analysis of Variance (ANOVA): One-way ANOVA, Two-way ANOVA (with SPSS); Multivariate Analysis of Variance (MANOVA) (with SPSS). Correlation: Bivariate and multiple; Simple regression; Multiple regressions (with SPSS) Exploratory Factor analysis (with SPSS); Other Non-parametric tests (with SPSS): Run test; Binomial test; Sign test; Wilcoxon matched-pairs test; Mann-Whitney rank-sum test and Fridman one-way ANOVA.	12

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6	Research proposal and report preparation: format, Types and layout of research report, Precautions in preparing the research report, Guideline for tables, figures and graphs, Bibliography and Annexure in report, drawing conclusions, Giving suggestions and recommendations to the concerned persons.	4
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Reference Books

- Collis J and Hussey R- Business Research (Palgrave, 2003).
- Saunders- Research Methods for Business Students (Pearson Education, 3rd edition)
- Beri- Marketing Research (Tata McGraw-Hill), 1993, 2nd ed
- David J. Luck and Ronald S. Ruben- Marketing Research (Prentice Hall of India), Latest Edition.
- Kothari C.R. -Research Methodology Methods and Techniques. Wishwa Prakashan. 2004. Page 18 of 37
- Malhotra, Naresh K.- Marketing Research. Pearson Education, Latest Edition.
- Krishnaswamy K.N.,Sivakumar, Mathirajan-Management Research Methodology, Pearson.
- Easwaran& Singh-Marketing Research: Concepts, Practice and Cases –Oxford

MBA [HOSPITAL & HEALTHCARE MANAGEMENT]-II SEMESTER SYLLABUS

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR										
SCHOOL OF MANAGEMENT STUDIES										
Programme	MBA				Branch/Spec.	Hospital and Healthcare Management				
Semester	II					Version		1.0.0.0		
Effective from Academic Year			2025-2026			Effective for the batch Admitted in			July 2025	
Subject code	MBAHHM-203		Subject Name			Hospital Operations 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: To understand hospital facility and services management through effective planning and control mechanism

CO- 2: To understand basic functions of Operations Management in Hospitals

CO-3: To study the Purchase and inventory management in healthcare segments

CO-4: To understand store and warehouse management for healthcare industry

CO- 5: To study disaster management and its role of healthcare in different types of disaster

Theory syllabus

Unit	Content	Hrs.
1	Understanding services, characteristics of services, Classification of services, position of healthcare services in service process matrix. Hospital Planning: Hospital Facility planning, clinical, support and utility services Planning (service blueprints and servuction model), Macro planning of hospitals; Hospital space module Role of the Architect: In the planning stages; preliminary sketches; final plans, Working drawings; specifications, cost estimates; Construction problems. Hospital Building: External architect aspects; Internal arrangements; External services; Hospital infection control and medical architecture; Hospital lighting; Ventilation; Planning of individual services and departments; Planning a ward/nursing unit; Landscaping in hospitals; Project management, waiting areas, ramps, differently-able friendly hospital, Taking Over and Commissioning a New Hospital, Alteration and Additions in an Existing Hospital, Planning the Hospital Engineering Services,	10
2	Hospital Location planning, layout planning, Capacity Planning conceptual meaning, Hospital capacity classification, Capacity planning strategies for hospitals, Hospital Equipment planning and selection.	10
3	Purchase management: Conceptual meaning, purchasing methods, purchasing process, vendor identification and rating; Inventory management for hospitals: Meaning of inventory, inventory related costs, activities under inventory control, methods of inventory control: Selective control techniques (ABC, VED, SDE, FSN Analysis), Concept of EOQ and JIT. Equipment planning and management for a new hospital: Strategic planning and selection of hospital equipment; Purchase procedure; Installing and commissioning; Equipment utilization; Repair and maintenance; Calibration of medical equipment Bio medical Waste management: Types of waste and its disposal methods	15
4	Store Management: different types of stores in hospital and store and warehouse management (Inbound and Outbound material management, physical verification system of inventory in warehouse (perpetual and cyclical counting), technology used in physical verification, store layout, queuing line and waiting management in hospital	10
5	Disaster Management: Introduction to Disaster management and role of healthcare in disaster management, Medical Relief, Mass Casualty Management, Need for Hospital Disaster Plan, Disaster Committee, Roles and Responsibilities, Disaster Facilities, Disaster Response, Disaster Manual, Disaster Drill	15

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Reference Books

- Hospital facilities planning & management, by Gd Kunders, TMH Publications
- Hospital administration, by CM Francis & Mario C Desouza, Jaypee Brothers, New Delhi
- Production(Operation)Management, by L.C Jhamp, Everest Publishing house
- Production and materials Management, by K. Sridhara Bhatt, Himalaya Publications Pvt Ltd
- Hospital stores management an integral approach, by Shakti Gupta, Jaypee Brothers, New Delhi.
- Emergency Medical Services & Disaster Management, By D.K.Dave & Shakti Gupta, Jaypee Brothers, New Delhi
- Risk Management in Health Care Institutions: A Strategic Approach by Florence Kavalier, Allen D. Spiegel, Jones & Bartlett Publishers
- Risk Management Handbook for Professionals, by Joseph S Sanfilippo, Clayton L Robinson; CRC Press /Taylor & Francis Group

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Programme		MBA				Branch/Spec.		Hospital and Healthcare Management							
Semester		II				Version		1.0.0.0							
Effective from Academic Year				2025-2026		Effective for the batch Admitted in				July 2025					
Subject code		MBAHHM-204		Subject Name		Epidemiology									
Teaching scheme						Examination scheme (Marks)									
(Per week)		Lecture (DT)		Practical (Lab.)		Total				CE		SEE		Total	
		L		TU		P		TW							
Credit		2						2		Theory		30		70	
Hours								30		Practical					

Course Outcomes:

CO-1: To introduce students to epidemiology

CO-2: To understand the status of health and disease at global and national levels

CO-3: To understand the determinants and measures of disease and health related states

Theory syllabus

Unit	Content	Hrs
1	Epidemiology, Evolution and Uses of Epidemiology, Definitions and Terminology, Natural history of disease and role of hospital in various levels of Prevention, Types of Epidemiology, Methods of Epidemiological Studies, Socio-Economic Status and occupation as determinant in Disease Distribution, Cause and Effect Relationship, Epidemiology of Hospital Infection, Epidemiology of Non-Communicable Diseases, How to investigate an epidemic and role of the hospital in its control, Common Diseases in India-their Epidemiology and Prevention, Screening and Surveys, Concept of Health Indicators, Disability adjusted life years (DALY's), Quality adjusted life years (QALY's), Disability adjusted life expectancy (DALE), Physical quality of life Index (PQLI) etc.	15
2	Determinants of Health – Biological, Behavioral, Socio-economic, Cultural, Environmental, Geographical etc; Demography & Population Control, Population composition: Levels and trends in the sex and age structure of the population of world and developed and developing countries Population explosion as a public health problem, Risk measurement, Measurement of morbidity and mortality: Incidence, Prevalence; Social determinants of health: socio economic position, education, occupation, ethnicity and health; Environmental Pollution & its Impact on Human Health, Occupational Health: Ergonomics, Control of Physical, Chemical, Mechanical, Psychosocial and Biological Environment at Workplace, Occupational Diseases	15

Reference Books

- Preventive And Social Medicine, by Dr. K. Park
- Epidemiology by P.V. Sathe, Popular Prakashan
- Health Communication in the 21st Century, By Kevin B. Wright, Lisa Sparks, H. Dan O'Hair, Blackwell publishing limited, 2013, first edition
- Perspectives in Environmental Health -Vector and Water Borne Diseases, by Mukhopadhyay Aniruddha, De A K
- Occupational Health: Management and Practice for Health Practitioners, by S. P. Hattingh, 3rd edition

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UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR

SCHOOL OF MANAGEMENT STUDIES

Programme	MBA				Branch/Spec.	Hospital and Healthcare Management			
Semester	II				Version	1.0.0.0			
Effective from Academic Year			2025-2026		Effective for the batch Admitted in			July 2025	
Subject code	MBAHHM-205		Subject Name		Public Health Management				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	2				2	Theory	30	70	100
Hours	2				30	Practical			

Examination scheme (Marks)

	CE	SEE	Total
Theory	30	70	100
Practical			

Course Outcomes:

CO-1: To introduce students to the discipline of public health

CO-2: To understand role of mass communication and media in Public Health Management

Theory syllabus

Unit	Content	Hrs
1	Introduction- Definition, Significance, Evolution & Development of Public & Community Health Healthcare & it's Changing Scenario, Emergence of new diseases, Prevention and control Organization & Management of Public Healthcare Delivery system in India: National, State, District and Block Level; The levels of Healthcare - Development of Public & Private Healthcare Institutions in India; Health Sector Reforms in India: Development Partners in Public health, Public- Private partnership	15
2	Mass communication & Role of Media in health education; Information Communication Technologies (ICT) in health care and awareness, Technological developments in healthcare eg: Telemedicine	15

Reference Books

- Public Health: What It Is and How It Works, Fifth Edition. Bernard J. Turnock (2012). Sudbury, Massachusetts: Jones and Bartlett Publishers Schneider
- Introduction to Public Health, 3rd Edition, Jones and Bartlett. 2011
- Preventive And Social Medicine, by Dr. K. Park
- Health Communication in the 21st Century, By Kevin B. Wright, Lisa Sparks, H. Dan O'Hair, Blackwell publishing limited, 2013, first edition
- Perspectives in Environmental Health -Vector and Water Borne Diseases, by Mukhopadhyay Aniruddha, De A K Occupational Health: Management and Practice for Health Practitioners, by S. P. Hattingh, 3rd edition

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UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR

SCHOOL OF MANAGEMENT STUDIES

Programme	MBA				Branch/Spec.	Hospital and Healthcare Management				
Semester	II					Version		1.0.0.0		
Effective from Academic Year			2025-2026			Effective for the batch Admitted in			July 2025	
Subject code	MBAHHM-206		Subject Name			Human Resource 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 Outcome:

CO-1: To have an understanding of the basic concepts, functions and processes of human resource management

CO-2: To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behaviour.

CO-3: Comprehensive understanding of training and development interventions in the organization

CO-4: Procedures to analyse & resolve conflicts in organization and grievance handling

Theory syllabus

Unit	Content	Hrs.
1	Nature and the development of personnel management: historical context in India, the welfare tradition, the industrial relations tradition, the control of labour tradition, Personnel function: personnel as a specialist function, policies, strategies, and operating plans of personnel, and the personnel activities. Human resource management (HRM): political, social, and social context of change, HRM within organization structure	15
2	Human resources planning definition, purposes, processes and limiting factors; human resources information systems (HRIS): personnel records and statistics, the use of information systems in HRM, HR accounting and audit The systematic approach to recruitment: recruitment policy, recruitment procedures, job analysis, job description, personnel specification, recruitment methods, and evaluation, The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process	15
3	Training and development: purpose, methods, and issues in training and management development programs Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up. Reward management: job evaluation, purposes and methods, factors affecting compensation policy, effect of job evaluation on human relations, compensation systems: base and variable, fringe benefits, the legal framework on pays and benefits.	15
4	Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview, Industrial relations: aspect of industrial relations (IR), nature and importance of union-management relations, Labour Laws and its applications for hospital and healthcare sector Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews, dealing with the human aspects of terminations: procedures for terminations, counselling, training and notice of dismissal	15

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Reference Books

- Bratton J and Gold J- Human Resource Management: Theory and Practice (Palgrave, 2003)
- Gomez-Mejia et al- Managing Human Resources (Pearson Education, 3rd edition),
- Ivansevich- Human Resource Management (Tata McGraw-Hill)
- Aswathappa- Human Resource Management (Tata McGraw-Hill) HR and PM, 2003, 3rd ed
- Dessler- Human Resource Management (Prentice-Hall, 9th edition)
- A.K.Singh, B.R.Duggal, Puneet Mohan- Human Resource Management and Development (Sun IndiaPublication, 2004)